

Side by side

Westinghouse's link
with Rolls-Royce

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Carlo De Benedetti

Is honesty the best
policy?

Pages 2 & 14

Ralph Nader

Fighting against
Nafta and Gatt

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European union

Why the Danish
vote matters

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SERIALS
DIVISION

FINANCIAL TIMES

Europe's Business Newspaper

TUESDAY MAY 18 1993

D8523A

GE Capital may control GPA for less than \$300m

GE Capital may be able to exercise its option to take control of GPA Group for less than \$300m, according to lenders of the aircraft leasing company. GPA yesterday made the first payments due to bondholders after it received a \$100m bridging loan. GPA still has to agree the price of the option allowing GE Capital to take 65 cent of its equity. Page 17

Japan urged to cut tariffs further: Europe will seek further tariff cuts from Japan, especially in processed food. In talks held in Toronto last week, Tokyo offered a 55 per cent reduction in about 770 industrial products. Page 4

Nadir free to do business in Turkey: Asif Nadir, former head of Polly Peck International, has not been made bankrupt in Turkey and so is legally free to own and run businesses in the country, it emerged. Page 16

Phone-Poulenç, which is expected to be privatised shortly by the French government, reported operating profits down 18.3 per cent to FF1.7bn (\$310m) for the first quarter, after an 8 per cent fall in turnover. Page 17

Pérez waits for court to settle his future: The fate of Venezuela's president Carlos Andrés Pérez (left) may be decided this week by the supreme court which is deciding whether there are sufficient grounds to impeach him. The president could be forced out of office before his term expires next February over the alleged mishandling of \$17m appropriated for security purposes. Page 4

Japan bankruptcies rise: Japanese corporate bankruptcies in April rose by 3.9 per cent year-on-year, with those linked to the downturn in the economy accounting for more than 60 per cent. Page 5

Atlas Copco, Swedish tool manufacturer, increased profits by 10 per cent in the first three months to SKr315m (\$43m), largely owing to the lower value of the krona. Page 17

Renewal of Bosnian peace process: US secretary of state Warren Christopher said the expected defeat of the Vance-Owen peace plan for former Yugoslavia would encourage a new round of talks between the US and its allies. Page 16

Chinese inflation worries: Urban inflation in China touched 17 per cent on an annualised basis, underscoring the need for China to cool its overheated economy. Page 5

Barclays tax ruling delayed: The US Supreme Court has asked the Justice Department for its opinion on Barclays Bank's suit against California's unitary tax system. The move delays indefinitely a decision on the 10-year wrangle. Page 4

K mart, US retail group, showed a 37.1 per cent fall in underlying profits for the first quarter, sending analysts scrambling to cut their full-year earnings estimates. Shares fell 5% to \$22.6. Page 17

Independence for Mexican bank: Mexico's central bank may be given independence with a mandate to preserve price stability following a move by President Carlos Salinas to bring this about through a constitutional amendment. Page 16

Hungary set for austerity: Hungary's unpopular conservative government has unveiled an austerity budget plan - including tax increases and spending cuts - just a year before elections. Page 3

Ukraine to reform trade: The Ukrainian government moved to repeal export quotas and slash export taxes in an attempt to boost sharply declining trade revenues. Page 4

Bank governor pay freeze: The new governor of the Bank of England, Eddie George, has agreed to freeze his salary of £210,000 (\$320,000) for five years. Mr George is convinced the UK must curb wage demands. Page 6; Editorial Comment, Page 15

Pakistan accused over bomb blasts: Indian officials accused Pakistan of involvement in the March Bombay bomb blasts in which some 250 people were killed and 1,400 injured. Pakistan was shielding prime suspects, the officials claimed.

British woman conquers Everest: London journalist Rebecca Stephens, 31, became the first British woman to reach the 29,000ft peak of Everest.

STOCK MARKET INDICES

FT-SE 100: 2653.1 (-4.11)

Yield: 3.95

FT-Eurotrack 100: 1146.07 (-2.14)

FT-A All-Share: 1407.05 (0.36)

Nikkei: 20,555.35 (0.35)

New York Composite: 937.47 (+5.54)

S&P Composite: 438.01 (+0.55)

■ STERLING

New York: 1.5942

London: 1.5933

DM: 1.5385

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NEWS: EUROPE

Olivetti says threats forced it to pay bribes

By Robert Graham in Rome

OFFICIALS in the Italian Posts Ministry allegedly threatened to stop buying from Olivetti, the computer and office equipment manufacturer, unless the group paid bribes.

According to evidence provided to Milan magistrates by Mr Carlo De Benedetti, the group's chairman, this was just one of several instances of extortion against Olivetti during the 1980s by civil servants and their political masters.

The allegation is contained in an 11-page statement to the magistrates by Mr De Benedetti, clarifying the group's role in illicit financ-

ing to the tune of nearly L20bn (28.5m) of the main political parties — but principally the Christian Democrats and Socialists.

Having agreed in 1988 to a 2 per cent "commission" on purchases by the ministry, payable to the political parties, Olivetti's revenue jumped from L2.1bn in 1987 to L304.3bn that year.

Mr De Benedetti told the magistrates he believed dealing with the political parties into two periods: from 1978-82 (when he was chief executive) and 1983 onwards (when he was also chairman).

During the first, Olivetti experienced limited, though occasionally "strong pressures". The threats

could be summed up as: "If you don't pay you don't work with us", and they came from representatives of the Christian Democrat and Socialist parties. "We replied rejecting specific requests... limiting ourselves to general donations to the party treasurers."

At one stage during this period Olivetti was "on the black books of the state railways" and excluded even from bids. This made it difficult for the company, which had two thirds of its sales outside Italy, to become in the last few years nothing short of racketeering... The demands from the representatives of the parties were systematic and unavoidable on everything they controlled without exception."

This bribe threat was only

dropped, Mr De Benedetti said, after he intervened several times with Posts Ministry, pointing out that Olivetti risked losing jobs if it lost the contract to foreign competition when in France and Germany such sectors were still closed to foreign competition.

"The result... was dramatic moving from L2.196bn in 1987 to L304.305bn in 1988. At the same time the payments began totalling L10.025bn between 1988 and 91.

"Towards the end of 1991 I decided to object to this system and stopped every type of payment. And since then we have scarcely received a new order, while there began to appear a series of strange news

Olivetti was thus obliged to adopt a case-by-case approach, in particular with the Posts Ministry, handled through the group's Rome representative. "Thus we arrived at an agreement whereby Olivetti had to pay like the other suppliers to the ministry."

"The result... was dramatic moving from L2.196bn in 1987 to L304.305bn in 1988. At the same time the payments began totalling L10.025bn between 1988 and 91.

"Towards the end of 1991 I decided to object to this system and stopped every type of payment. And since then we have scarcely received a new order, while there began to appear a series of strange news

No German court ruling on Maastricht is likely before end of July

Legal challenges bog down EC treaty

By Quentin Peel in Bonn

THE German constitutional court in Karlsruhe is considering 18 separate challenges to the Maastricht treaty, and no decision is expected before the end of July.

The challenges go to the heart of the issue of whether the German government, and the parliament, can legally transfer to EC institutions the sort of sovereign powers contained in the treaty.

In spite of an outward appearance of calm, there is clearly some nervousness in Bonn that constitutional court judges could call the ratification of the treaty into question, or at least delay final confirmation.

IG Metall predicts acceptance of steel deal

By Judy Dempsey in Berlin

STEEL metal and engineering workers throughout east Germany will soon accept the Saxony compromise agreed last Friday between IG Metall, Germany's powerful engineering union, and the employers, union officials predict.

Mr Jorg Barczynski, IG Metall's federal spokesman, was confident yesterday of acceptance despite the initial rejection of the deal in Mecklenburg-Western Pomerania and Berlin-Brandenburg.

However, strikes in the steel industry could continue "for a bit longer" because it would not receive the same pay increases as the metal and electrical workers.

Last week's agreement between Gesamtmetall, the metal and electrical employers' association, and IG Metall delays the equalisation of east and west German wages by two years to mid-1995. Pay increases, designed to bring eastern wages up to 80 per cent of western German levels last April, will be postponed until next December.

Mr Barczynski said these pay rises, although short of the 25 per cent for the metal and electrical sector agreed in the March 1991 contract between the union and employers, still represented a victory.

"In practice, the pay increase is about 21.7 per cent if we take into account other gains, such as two days longer holidays and Christmas money."

Yesterday, union officials in Berlin-Brandenburg said they wanted equal wages among the steel and metal industries.

Talks are due to resume today with the metal and electrical employers, but the union said strikes in the steel sector would continue until the steel employers drew up a separate agreement.

Mr Michael Böhm, IG Metall's spokesman in Berlin-Brandenburg, said: "The Saxony agreement makes the road to income parity too long, and the wage increase this year too small."

The union yesterday started holding ballots in Saxony to end the strike. If 25 per cent of its members vote Yes, the strike could be called off in that state tomorrow. Ballots are expected to take place today in Saxony-Anhalt and Thuringia.



Yes campaigners take part in a boisterous demonstration outside parliament in Copenhagen yesterday

Danish Yes is no panacea for EC's fundamental ailments

Lionel Barber in Brussels lowers expectations for today's vote



IT is always an element of Russian roulette, a referendum, and the Danes have always liked to live dangerously. But if the opinion polls are to be believed, the Danes will today approve the Maastricht treaty which they narrowly rejected almost a year ago.

This holds true not only for "semi-detached" EC member states such as Denmark and Britain, but also for the traditionally integrationist countries such as France and Germany, where today a majority of Germans would probably vote against giving up the D-Mark in return for single European currency.

Nor will Danish approval of Maastricht dispel the impression of double-dealing which has permeated the treaty ratification process ever since the Danes first threw it out. As one of the European Commission's senior legal advisers inadvertently confirmed recently, the Danes are voting on the same treaty, whatever the extraneous claims made about the legally binding opt-outs obtained by the Danish government at last December's Edinburgh summit.

Those opt-outs detail Danish exemptions from the third phase of monetary union.

It resolve the central Maastricht dilemma: how to bridge the gap between what the Danes were able to agree in December 1991 and what European public opinion has since been willing to accept.

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The Danish deal which was deemed necessary to salvage the treaty looks very much like turning the EC Community into a Community *a la carte*. Yet there is a precedent: 13 months ago, the UK rejected the Maastricht social chapter and reserved its right to take part in a single currency or European monetary union. The question is whether countries wishing to join the EC club will now demand similar preferential treatment, creating a new, multi-speed Community.

The official line in Brussels is that Austria, Finland, Norway and Sweden cannot expect the Danish treatment; privately, senior EC officials say none of these applicant countries has the muscle to secure such exemptions. Indeed, some predict that at least one, possibly two applicant countries will prove unable to persuade their public to support the Maastricht terms.

The most obvious parallel is 1983, when President Charles de Gaulle vetoed British membership in 1973, but officials say the slow pace of enlargement talks with Austria reflects the weakness of the coalition government and concern about how EC membership may affect next year's general election. One senior Commission official offered the

blunt assessment that a partial failure of the enlargement talks could be useful in that it would deflate the aspirations of eastern Europe's emerging democracies.

Such views underline how Maastricht has failed to resolve the tensions between those in the Commission and the reformist-minded EC states such as Belgium and the Netherlands who want to "deepen" EC institutions at the expense of national sovereignty, and countries like Britain and Denmark who wish to "widen" membership and focus more on its economic aspects, notably its ability to expand eastwards as a free trade area.

Sir Leon Brittan, EC Commissioner for external economic relations, argues that it is time the Community focused on pressing matters at hand, such as concluding the Uruguay Round in the Gatt trade talks and meeting the historic challenge of integrating eastern Europe into the west, both politically and economically.

On institutional change, he says: "I don't think it's the right time. This is not Maoist China. I don't believe in perpetual revolution."

A Danish No would challenge these assumptions, if only because it would force member states to re-examine the limits of their co-operation, perhaps encouraging some to venture beyond what was agreed at Maastricht.

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Spain's right quits Franco's shadow

By Peter Bruce in Madrid

SPANISH ELECTIONS
WHEN Spain's ruling Socialists, from prime minister Felipe González down, are out on the election campaign trail, they never mention General Francisco Franco by name. But they assume everyone knows who they are talking about when they refer to their conservative opponents in the Partido Popular (PP) as *la Derecha* - the Right.

"The Right have never trusted Spain," Mr González shouted to an appreciative audience recently. "They ruled for a century and now they can wait awhile."

Reference to *la Derecha* is supposed to send shivers down the spines. The clear threat is that if *la Derecha* won the general election on June 6, there would be a taking of account, as there was after the Spanish civil war. People who have run with the Left would be marked and suffer discrimination. Who, after all, could forget the nearly 40 dark years of dictatorship under Franco?

So far, the scare tactic has worked. In three successive elections since 1982 Spaniards have returned the Socialists with overall majorities.

This time it may not work. The Partido Popular is neck and neck with the Socialists in the polls and is doing well among young voters and students who, the Socialists have begun to realise only recently, have no memory of Franco and see nothing shameful in supporting a conservative party.

The devaluation last Thursday of the peseta and a big rise in unemployment may also strengthen the view that a business-oriented party might be able to run the country better than the Socialists.

Mr Rodrigo Rato, a leading PP MP and a possible finance minister should the party win on June 6, says: "We ignore it now. We are another generation and the public just don't buy it. The Socialists go on playing this game they are making a big mistake. We have become a mix of liberal and Christian Democrat."

The PP is a curious animal. It is a recent mutation of the former Alianza Popular, founded by one of General Franco's most famous ministers, Manuel Fraga. He created the AP in 1977 after refusing to serve under prime minister Adolfo Suárez, whom he considered too progressive.

When Mr Suárez's centrist UCD government collapsed in 1982 and the Socialists won their first election, the AP became the standard bearer to the right of the government.

While Mr Fraga was a visible presence in the AP, he was a convenient demon for the

Socialists. It was widely assumed that, in a country with a natural majority to the left of centre, the conservatives could never progress far. But in 1989 the old man shuffled off to be elected president of his native Galicia and the AP began vigorously to shed itself of its Francoist heritage.

It is a job not yet quite done but it would be foolish to question the PP's attachment to democracy. "When Franco died [in 1975] the leadership of this party was 18 or 20 years old, for goodness' sake," says Francisco Álvarez Cascos, 45, the PP secretary general. "It is ridiculous to burden us with a memory that has nothing to do with us."

The patient re-positioning of the PP, bringing it closer to the vital centre of Spanish politics, is paying off. Largely because of the Socialists' inability to fight off recession and their unconvincing denials of corrupt party financing, young conservatives such as Mr Rato, Mr Cascos and the PP leader, José María Aznar - who were brought into politics by Mr Fraga but have made themselves independent of him - suddenly find themselves tantalisingly close to power.

"Nowadays," says Mr Cascos, "the only leader young people are able to use as a reference when they think about their problems is Felipe González. He has no credibility when he invokes the memory of Franco in front of these people."

The prospect of power seems to have softened them. "The Socialists are not the devil and we are not going to throw everything out of the window when we take power," says Mr Rato.

Not everyone believes that, but the PP and the Socialists agree more on policy than either would like to admit. Both claim they will freeze taxes after the election and then try to cut them. Both want a "social pact" with the unions and employers to help wrestle the country out of recession. Both want to keep the peseta in the exchange rate mechanism of the European Monetary System. Both would actively use public spending to create jobs.

There are differences of style - the PP would privatise quicker and try to cut taxes deeper than the Socialists, but where the PP scores now is that it is a more united party than the Socialists. "I'm saying what all of my party is saying," says Mr Rato, "but Mr [finance minister Carlos] Solchaga cannot get his policies past his party."

That division lies behind the Socialists' likely electoral disaster. While the government has been chasing its vision of a modern, vibrant state rubbing shoulders with the rich and powerful, the party has had to struggle to hold its core vote in the forgotten and poverty-stricken countryside. The

40-year-old leader of the Partido Popular, is intense and serious. At election meetings he speaks in grave, clipped sentences while his right arm pumps up and down. His neat black hair and moustache can make this image a little uncomfortable at times. But there is little doubt that Spain's conservatives, liberals and Christian Democrats owe him a huge debt for making them real contenders to govern again after nearly two decades in the political wilderness.

He was made PP leader in 1989 and he has since succeeded in dragging the party from the right towards the centre, attracting young voters in the process. Mr Aznar would try to form a government of professional politicians and businessmen if the party let him.

government and the party have different agendas and it has begun to show.

The conservatives have no such problem. They have an enthusiastic constituency and are rapidly building support among women and students.

Nevertheless, the PP knows it cannot win an overall majority and it is by no means certain that it will even win as many seats as the Socialists.

But the election will almost certainly result in a hung parliament and, in order to govern,

the PP would have to do deals with the leading parties from the two regions of Spain most brutalised by Franco - the Basque Country and Catalonia. "Perhaps," ventures Mr Rato, "we might even do deals with the Socialists."

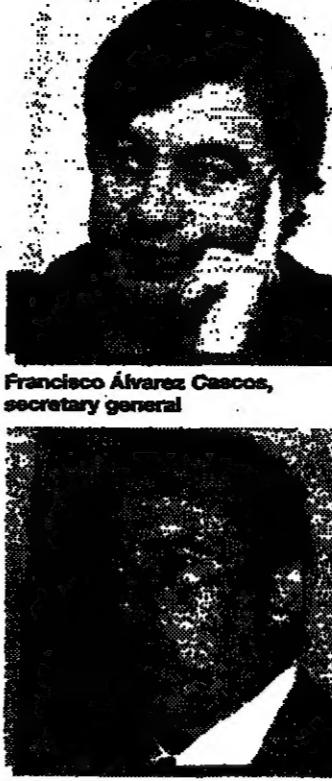
Any of those combinations would put Socialist demagogic to the test and if even one of them worked, Spain might at last be able to get on with being a democracy without constantly being reminded about when it was not.

Only by reducing the short-

Challenges to González



José María Aznar, leader of Partido Popular



Francisco Álvarez Cascos, secretary general



Rodrigo Rato, parliamentary leader

Hungary set for austerity before election

By Nicholas Denton in Budapest

HUNGARY'S beleaguered and unpopular conservative government has defied conventional political logic by unveiling an austerity budget plan just a year before elections.

Mr Ivan Szabó, the finance minister, yesterday steered the public and his own fractious MPs for painful tax increases and spending cuts to restrain a surging budget deficit.

"We have reached a point where we face a huge rock and we have to decide whether we climb it or not," the minister said.

Mr Szabó's parliamentary preview of a supplementary budget prepared the way for deep cuts in real public sector pay and an increase in value-added tax.

The finance minister said tough measures were necessary to bring the public sector deficit, which climbed to 7.3 per cent in 1992, down to 6.8 per cent of GDP this year and 5.6 per cent in 1994.

Only by reducing the short-

fall can Hungary realise a draft 18-month credit agreement with the International Monetary Fund which would return the country to financial respectability.

In proposals submitted to the IMF, the government has outlined an increase in the lower rate of VAT from 6 to 10 per cent and the abolition of zero-rating, to raise an extra Ft40bn (226m), or 1 per cent of GDP, for next year's budget.

The increase will hit Hungary's poor the hardest and is bound to enrage a public whose anger at this January's VAT increase - which led dozens of people to mount hunger strikes - is only now dying down.

The government also envisages a narrowing of tax exemptions, a clawback of income-tax exemptions on higher earners, and the imposition of additional fees for a wide range of public services.

To restrain expenditure the authorities have put forward deep real cuts in public sector pay, subsidies and transfers to local authorities.

OECD sees two more years of Icelandic gloom

By Christopher Brown-Humes in Stockholm

THE outlook for Iceland's economy in 1993 and 1994 is "distinctly unfavourable", the Organisation for Economic Co-operation and Development (OECD) said yesterday.

It forecasts a 1.8 per cent fall in the country's output this year, mainly because of problems in the fishing industry, which accounts for 75 per cent of exports. Weaker prices and sharply reduced cod supplies have produced a financial and social crisis in the fisheries sector, it noted.

The report said Iceland was also being hit by poor demand for its two other big export products, aluminium and ferrosilicon. A third factor was the impact of rising unemployment and a tight government macro-economic strategy on domestic demand.

The report makes gloomy reading coming after last

year's 3.25 per cent fall in GDP and 5 per cent drop in domestic demand. The OECD expects unemployment, which last year reached nearly 5 per cent, to rise to 5.3 per cent in 1993 and 6.1 per cent in 1994.

But it believes the country's prospects will begin to brighten next year thanks to the impact of lower taxes, the depreciation of the Icelandic krona, wage moderation, and the benefits of membership in the European Economic Area.

"1994 will probably be a transition year, possibly benefiting from a recovery in export markets and early gains from European integration," it said, predicting GDP growth of 1 per cent.

The organisation says Iceland should benefit further if it goes ahead with the planned construction of an aluminium smelter. Estimates show the project will add 1.75 percentage points to GDP growth over the first three years of construction.

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Bankruptcies in Japan rise by 3.9%

By Robert Thomson in Tokyo

JAPANESE corporate bankruptcies in April rose 3.9 per cent year-on-year, but the amount of outstanding debt was 55.9 per cent lower than a year earlier and property-related bankruptcies fell sharply.

Bankruptcies linked to the downturn in the Japanese economy, as distinct from speculative failures, accounted for 61 per cent of the 1,154 cases last month, according to Teikoku Data Bank, a private research agency.

Another sign of the continuing downturn was a 10.3 per cent fall last month in Tokyo department store sales, with weakening demand for most lines and, in particular, for luxury goods and more expensive household products.

The Japan Department Stores Association said the sales fall in April was the 14th consecutive month of year-on-year decline, and reflects the lack of confidence of Japanese consumers, whose spending has fallen as overtime hours have been reduced and job security threatened.

Bankruptcies of retailers were also 23.7 per cent higher than in the same month last year, and a fall in sales was identified as the cause of 47.7 per cent of last month's failures, which left liabilities of Y37.67bn (£1.99bn) down 55.9 per cent.

Property company bankruptcies, at 56 cases, were at their

lowest level since January 1991 and, by value at Y54.7bn, the lowest since November 1990, when the collapse in property prices began to take a toll on the country's more aggressive developers.

Teikoku Data Bank suggested that the recent appreciation of the yen was likely to lead to increasing bankruptcies in currency-sensitive industries, such as suppliers of parts to exporters, while there was no sign that the slump in consumer confidence is nearing an end.

● In Japan's latest influence-peddling scandal, the Tokyo District Court sentenced a businessman yesterday to five years and six months in prison for giving Y90m in bribes to a former cabinet minister, AP adds.

Mr Goro Moriguchi, a former vice-president of Kyowa, a steel-frame maker, admitted that he gave the cash bribes to Mr Fumio Abe, a former senior political ally of Mr Ichiro Miya-zaawa, the prime minister.

Mr Masaru Suda, the presiding judge, told the court Mr Moriguchi handed over the bribes in return for favours while Mr Abe headed the Hokkaido Development Agency in 1990.

Mr Suda also accused Mr Moriguchi of swindling trading companies out of Y6.9bn by tricking them into making advance payments for transactions involving Kyowa.

The company is now bankrupt.

NEWS IN BRIEF

NZ banks cut interest rates

NEW ZEALAND'S banks yesterday cut retail interest rates to last year's levels following a revived New Zealand dollar and lower interbank rates, Reuter reports from Wellington. Three main banks cut base rates by one percentage point to between 8.9 and 10 per cent.

Favourable news on inflation, the government deficit and current account deficit has helped push the New Zealand dollar higher and wholesale short term rates almost half a percentage point lower in the past two weeks to 6.5 per cent.

The central bank tightened monetary policy on January 5, pushing interbank rates to 15 per cent.

Sri Lankans vote in peace

Elections for Sri Lanka's regional councils took place peacefully yesterday, within a month of the assassination of two political leaders, Reuter reports from Colombo.

"It was a clean, a fair poll and incident-free. There was no violence... nothing, nil," said a spokesman for the Police Election Office.

The ruling United National Party controls all seven councils but faced a stiff contest from the five-party People's Alliance and the Democratic United National Front (DUNF).

The campaign was soured by the murders of President Ranasinghe Premadasa, blown up by a suicide bomber on May 1, and DUNF leader Lalith Athulathmudali, gunned down on April 23.

Hyundai chief on trial

Mr Chung Ju-yung, the founder and honorary chairman of South Korea's Hyundai conglomerate, yesterday went on trial for accepting illegal campaign contributions during his failed presidential bid last year, writes John Burton in Seoul.

The government charges that Mr Chung illegally diverted \$60m (£39m) from Hyundai Heavy Industries, the group's shipbuilding subsidiary, to finance his campaign.

Mr Chung told the Seoul District Criminal Court that he believed that the money he received came from the sale of some of his shares in HHI.

Royal Navy quits HK base

The Royal Navy pulled down the flag on its base in central Hong Kong yesterday, ignoring complaints from the colony's future Chinese rulers, Reuter reports from Hong Kong.

In a ceremony laden with pomp from the colonial era which ends with the territory's 1997 return to China, the Navy withdrew from the land base - known as HMS Tamar - so it can become a high-rise office development.

Last month a Chinese spokesman attacked Britain for making what it said was a unilateral decision to move the base across the harbour.

India and Israel hold talks

India and Israel, holding the first high-level talks after decades of friction over the Palestinian issue, agreed yesterday to promote Central democracy as a foil against Islamic fundamentalism in Asia, Reuter reports from New Delhi. The issue was discussed in talks between Mr Shimon Peres, Israeli foreign minister, and Mr R L Bhatia, India's deputy foreign minister.

Taiwan bids to rejoin UN

Taiwan, backed by its economic strength, will make a big effort to rejoin the United Nations, according to Mr Fredrick Chien, foreign minister, AP reports from Taipei.

On Saturday, President Lee Teng-hui said it was "immoral and unfair" to exclude Taiwan from the UN. Beijing would be certain to oppose any serious consideration of Taiwan's proposal.

Unep chief protests over budget

THE NEW head of the United Nations Environment Programme complained yesterday that its budget had been cut despite pledges of more support at last year's Rio de Janeiro Earth Summit, Reuter reports from Nairobi.

Ms Elizabeth Dowdeswell of Canada, in her first address since taking over at UNEP four

Chinese put money where their Mao is

Traders quick to cash in on 100th anniversary of the leader's birth, says Tony Walker

IN THIS 100th anniversary year of his birth Mao Zedong might turn in his grave at such displays of raw commercialism.

Mao badges, buttons, little red books, portraits, busts, memorial coins, stamps, kitsch cigarette lighters and dozens of other trinkets of China's revolutionary past are being sold in a dusty Shanghai park by traders seemingly more interested in the capitalist road than in the glorious history of the revolution.

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A businessman demonstrates the capitalist spirit in China as he chooses and weighs vegetables in a Shanghai market

enormous difficulty coming to terms with what they regard as a "money-grubbing" present.

Mao, for all his enormous faults, for all the heartbreak and misery his vainglorious theories about perpetual class struggle brought to millions, still represents a degree of cer-

tainty in a world that is undergoing revolutionary change.

Thus, one old man in the Shanghai market said that whatever mistakes Mao might have committed in his later life he should be revered for flattening China's "three big mountains": feudalism, colo-

nialism and imperialism.

Mao as a talisman is also undergoing something of a resurgence among young Chinese: those who were perhaps too young to be directly exposed to the madness of the Cultural Revolution between 1966 and 1976, when life was turned upside down, often tragically, for millions.

Mao portraits, like an enigmatic oriental St Christopher, dangle from the rear-view mirrors of thousands of vehicles throughout China. Somehow, in death, the "great helmsman" has become the patron saint of Chinese drivers; and superstitious stories abound of cars displaying his portrait avoiding accident in a country where 100,000 people died on the roads last year.

In this anniversary year of the birth of a man whose legacy to China is extremely complicated - official judgment holds that he was 70 per cent "good" and 30 per cent "bad" - the authorities seem undecided about how to mark the occasion. This is partly, one suspects, because the leadership

understands that Mao would not approve the course they have adopted, which is to embrace capitalism in all but name.

Indeed, drawing undue attention to Mao and his thoughts might highlight the contrast between past certainty, however austere, and present uncertainty. A deeply flawed Mao remains, nevertheless, an important symbol of Communist party legitimacy at a time of rapid change and weakening ideology when his heirs clearly wish to preserve a link, however tenuous, with a revolutionary past.

Preparations are going ahead to mark anniversary this December 26, albeit on a fairly modest scale at this stage. Much activity centres on Shaoban village near Hunan's capital, Changsha, where Mao was born, the son of a relatively well-to-do peasant and grain merchant.

At Shaoban, set in green and pleasant hills, additional memorials - as if there were not enough already - are being erected. A Mao library is under construction along with a new building housing Mao relics.

Elsewhere in China, artists, writers and film makers are also doing their bit to mark the anniversary. An album of calligraphic works is to be published to note the occasion, and three feature films and five TV dramas are in production.

At the Mao mausoleum on Tiananmen Square, where Mao

has lain in state for most of the time since his death in 1976, no special arrangements have yet been initiated to mark the anniversary, although a small flurry occurred in the Chinese press recently when a Marxist scholar complained to the China Youth Daily that Mao's tomb was being defiled by under commercial activity in its precincts, such as the sale of tourist items.

Mr Liu Mingyuan of the People's University wrote that the "practice of doing business inside Chairman Mao's mausoleum is unconscionable".

Mao's corpse in this anniversary year has not been immune from scare stories. China was recently obliged to deny rumours that the embalmed body was rotting away in its glass sarcophagus.

Back at the Shanghai Cultural Revolution relics market it is doubtful that concerns about the state of Mao's corpse or the well-being of the Communist party, were much in mind as traders haggled and bargained.

Old Mr Lin certainly exhibited no ideological qualms: "This business I'm doing now", he said, dragging more Mao kitschery from the recesses of his satchels, "is a celebration of his anniversary."

in Beijing say that the leadership cannot afford to ignore dangers posed by the strengthening inflationary trend.

Some officials are sceptical about measures adopted thus far, including the less than 1 percentage point increase in bank lending rates announced on Friday.

Urban inflation rate at 17% as retail sales rise 25.4%

By Tony Walker in Beijing

SURGING retail sales and accelerating cost of living increases have underscored the need for China to take urgent steps to cool an overheated economy.

Economic data released yesterday, two days after China raised interest

rates in an effort to calm activity, show that in April urban inflation touched 17 per cent on an annualised basis and retail sales leapt by 25.4 per cent compared with 1992.

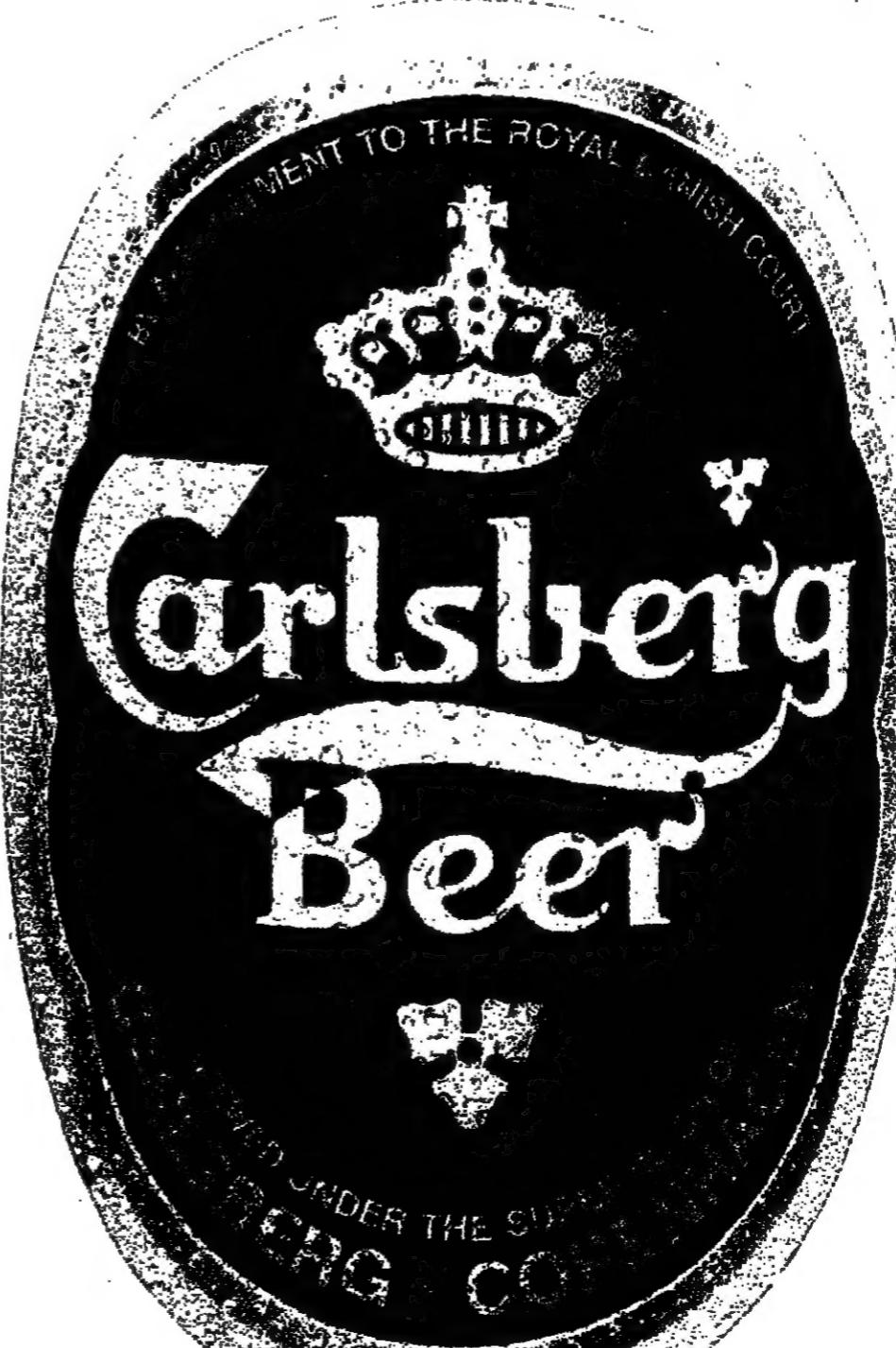
The April cost of living figures, which confirm that inflation has entered a strong upward spiral, are certain to strengthen the hands of

those in the Chinese leadership arguing for tougher measures to bring the economy under control.

This week's ominous news for China's leaders also coincides with the release at the weekend of trade figures for the four months to April which show imports up 24.7 per cent, while exports rose just 7.7 per cent.

China's trade deficit swelled in the first four months to \$1.77bn, reversing an almost unbroken sequence of monthly surpluses since 1990 in the wake of the 1988 tough import curbs.

The 17 per cent inflation figure recorded in China's 35 larger cities to April compares with 15.7 per cent in the first quarter. Western economists



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Government 'knew' arms were diverted

By Jimmy Burns

THE government signed a major defence package with Jordan in 1985 in spite of having suspected that the country was being used to divert military equipment to Iraq, according to evidence gathered by the Scott arms-for-Iraq inquiry.

Miss Presley Baxendale QC, counsel for the inquiry, said yesterday: "Papers we have seen show that by 1985 there was government knowledge that Jordan was being used as a diversionary route for military equipment to Iraq."

Under government guidelines at the time, during the Iran-Iraq war, no equipment capable of prolonging the conflict should have been exported to either combatant.

The revelation raises renewed and potentially embarrassing questions about a deal that involved government ministers, and a secretive government-owned company.

Government documents in possession of the inquiry team show that in September 1985, the government signed a memorandum of understanding between the UK and Jordan. This was later to result in a £270m defence package which was arranged by International Military Services (IMS), a defence company wholly owned at the time by

the Ministry of Defence. In response to past questions in parliament, both Mr John Major and Mrs Thatcher, when prime minister, have refused to comment on this or grounds of commercial confidentiality.

Miss Baxendale referred to previously restricted MoD documents which show that IMS was criticised by two defence officials in July 1985 for allegedly attempting to evade the guidelines. The criticism referred to a contract for the supply of armoured recovery vehicle spare parts to Iraq which were instead used to supply tanks.

The inquiry also heard evidence yesterday from Sir Adam Butler, minister for defence procurement between September 1984 and September 1985. Sir Adam said he had no personal knowledge Jordanian diversion of equipment.

The inquiry headed by Lord Justice Scott is investigating whether official guidelines were breached with the knowledge or complicity of the government. It was set up in November in response to public controversy surrounding the collapse of the Matrix-Churchill case in which three former directors of the machine tools company had been accused of illegally trying to export arms-making equipment to Iraq.

Telephone insurers poised to double market share

By Richard Lapper

INSURANCE companies which sell policies directly to the public by telephone are poised to double their share of the £8.1bn UK motor insurance market over the next five years, according to a new survey by the London-based GSR group.

It estimates that "direct writers" - which cut out the industry's traditional brokers - will sell two in every five motor insurance policies by 1998. In

1992 the three biggest direct writers - Direct Line, Churchill and The Insurance Service (TIS) - spent £5.6m on advertising, just under 25 per cent of an industry total of £23m. Swinton Insurance and AA Insurance, the two biggest chains of insurance brokers, which also sell policies by telephone, spent £8.53m in 1992.

Meanwhile, spending on non-life insurance rose from 1.05 per cent of disposable income in 1980 to 2.2 per cent in 1991.

Editorial Comment, Page 15

Bank hopes governor's pay freeze sets trend

By Peter Marsh and John Gapper

MR EDDIE George, the new governor of the Bank of England and a man wedded to low inflation, has agreed to freeze his salary of about £210,000 for his five-year period of office.

The Bank said it knew of no-one else in Britain who had shown similar restraint over pay. "We hope Mr George will start a new trend," it said.

Mr George, the current deputy governor who takes over the top job on July 1, is known within Threadneedle Street as "the last Stalinist" on account of his tough, autocratic management style.

He is convinced that Britain must curb price and wage pressures if it is to create a sound economy in the 1990s, a message to be driven home today in the Bank's new quarterly report on inflation.

The five-year freeze indicates Mr George is anxious to avoid a repeat of the row two years ago when news emerged of a 17 per cent pay rise agreed by Mr Robin Leigh-Pemberton, the current governor. At that time, he was urging low wage increases to curb inflation.

Mr George, who has been at the Bank for 31 years, is thought to have agreed a salary of between £200,000 and £230,000. The salary - the same as the amount paid to Mr Leigh-Pemberton last year - is considerably more than that earned by other public servants, but well below the pay of many top names in the City. Mr George is reputed to have turned down in recent years £1m-a-year jobs from big financial services companies.

The news about Mr George failed to impress the Banking, Insurance and Finance Union which yesterday called for the Bank to open pay talks for its 4,500 members there. Mr Jim Lowe, the union's assistant secretary for the Bank said: "A pay freeze is easier to bear when your salary is over £200,000."

Editorial Comment, Page 15

Clashes on Timex picket line in Scotland

By Robert Taylor, Labour Correspondent

THIRTY-eight people were arrested yesterday after clashes between police and demonstrators outside the Timex electronics plant in Dundee, where 343 workers have been involved in a bitter three-month-long dispute.

At least two policemen were injured as more than 3,000 demonstrators from all over Britain tried to blockade the plant to mark the 30th day of the dispute.

Under employment legislation, Timex is now legally entitled to selectively rehire some of the original workforce whose dismissal and replacement by 271 new workers sparked the dispute. Timex, the US multinational, is unlikely to rehire all 343.

Any such decision seems likely to intensify feelings which yesterday produced the worst scenes of picket line violence so far.

Mr Peter Hall, the company's UK chief executive, said that he would issue a statement today explaining what Timex intended to do. "It will not be an earth-shattering announcement", he said.

At midnight last night it was 90 days since Timex fired all its production employees, the statutory limit in law after which an employer can rehire some of them selectively without facing charges of unfair dismissal from the rest before an industrial tribunal.

Throughout the dispute Mr Hall has been determined to act within the letter of the law. He has refused repeatedly to enter into negotiations with



Police arresting a picket yesterday following clashes during a demonstration by 3,000 protesters outside the Timex plant in Dundee.

the AEEU engineering union or seek conciliation through the Advisory Conciliation and Arbitration Service.

Last night, he said Timex wanted to employ a further 230 workers. Applications for the jobs had been arriving at the plant in response to advertisements placed locally. There are

currently 271 workers at Timex who have taken on jobs previously carried out by the workforce that was dismissed.

Mineworkers' union president Mr Arthur Scargill took part in a rally close to the plant. He called on the labour movement to call a 24-hour strike in support

of the Timex strikers. AEEU leaders were quick to condemn yesterday's trouble outside the Timex plant. "Such scenes of violence and stupidity are in no way organised or condoned by the AEEU," said

Mr Jimmy Airlie, the union's executive member for Scotland. "It will in my opinion

damage the cause of the Timex workers and could prolong the dispute".

Mr Bill Jordan, the AEEU's president said: "This is not doing anything at all for our members on strike. We are still looking for a negotiated settlement not a confrontation on the picket lines."

Commercial vehicle sales fell by 1.7% in April

By Kevin Done, Motor Industry Correspondent

NEW commercial vehicle sales declined in April by 1.7 per cent, but there are growing signs that demand is recovering in key segments such as trucks and panel vans.

Leyland Daf, the former UK truck market leader, has suffered heavily from its financial collapse in February, with its van sales more than halved in the first four months of the year. Its truck sales have also fallen by 19 per cent in an overall market segment that

has been pushed into third place in the overall truck market behind the Iveco group of Italy, which includes Iveco Ford and Seddon Atkinson, and Mercedes-Benz of Germany.

In the heavy truck market - above 15 tonnes gross vehicle weight - Volvo and Scania, the Swedish producers, have benefited most from the demise of Leyland Daf. Volvo has taken over for the first time as UK market leader in this segment, while Leyland Daf has also been overtaken by Iveco.

The former Leyland Daf van operation in Birmingham was rescued from

receivership by a management buy-out late last month, while negotiations are also at an advanced stage for a management buy-out of the truck assembly operations in Leyland.

Overall UK new commercial vehicle sales in April fell by 1.7 per cent to 16,927 from 17,220 in the same month a year ago according to figures from the Society of Motor Manufacturers and Traders.

In the first four months of the year registrations were 4.5 per cent lower than a year ago at 67,171.

While total commercial vehicle sales have been lower than a year ago

in three of the last four months, new truck registrations have been staging a modest recovery since mid-1992.

New truck registrations have been higher than a year ago in nine of the last ten months. The market remains fragile, but sales in April increased by 11.8 per cent year-on-year, while truck registrations in the first four months were 2 per cent higher than a year ago.

The main weaknesses in sales last month were in the light van, bus and coach, and light four-wheel drive utility vehicle segments.

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Downing St reaffirms ERM commitment

By Ralph Atkins

THE PRIME minister's office yesterday distanced itself from remarks by Mr Kenneth Clarke, home secretary, that Britain was unlikely to rejoin the European exchange rate mechanism before the next general election.

Mr Clarke's weekend comments annoyed Mr Norman Lamont, chancellor of the exchequer, who has been careful to avoid specifying a timetable for Britain's return to the

ERM. They added to speculation that Mr Clarke is eager to succeed Mr Lamont in a summer Cabinet reshuffle.

In words believed also to reflect Mr Major's frustration at Mr Clarke's intervention, a Downing Street spokesman said the Home Secretary had offered, "a personal view".

Although most Cabinet ministers agree privately with Mr Clarke that British ERM re-entry is a long way off, the obligations of the Maastricht treaty have restricted public

comment on the likely timing.

Downing Street, however, made clear yesterday that it did not believe the second stage of European monetary union, due to start from January 1994, was likely to run to according to the Maastricht timetable.

A spokesman said Britain was "most unlikely" to be in the narrow bands of the European exchange rate mechanism, as required under stage two, by then. Mr Clarke, among the most pro-European

of Cabinet ministers, has annoyed the Treasury by straying into its policy areas - although the Home Secretary's colleagues believe he was only stating the obvious.

UK government policy remains that re-entry depends on the conditions set out by Mr Lamont: principally on UK and German monetary policy being closer in line, and on a fundamental review of how "fault lines" in ERM can be overcome.

Amid rows over British Rail

privatisation, the government is also preparing for a confrontation tomorrow with disaffected Tory MPs over the threat to rural post office's of moves towards the automatic transfer of state benefits to bank accounts.

• Tory Euro-sceptics were last night putting on a brave face ahead of today's Danish referendum on Maastricht, while acknowledging that the poll will probably result in a Yes vote.

If the Danes do vote Yes, the

Maastricht bill will return to the Commons for its third reading on Thursday before moving on to the Lords. The government is assured of a large majority in Thursday's vote largely because Labour has decided to abstain.

Mr John Major, the prime minister, is expected to give an initial response to the referendum in a speech tonight at a CBI dinner. It is widely expected that a No vote would result in Thursday's business being changed.

MPs demand stricter EC control over state aid

By David Dodwell, World Trade Editor

EUROPEAN governments should be more strictly controlled in their use of state aid for industry, according to a report by a committee of British MPs.

Subsidies should also be frozen during any inquiry into alleged illegal state aid, according to a report by the House of Commons select committee on trade and industry.

The report attacks the slowness with which investigations into cases of state aid are concluded by the European Commission.

The report highlights concern that UK companies may be disadvantaged in competition against companies elsewhere in Europe - in particular in Italy, Portugal and Ireland - where government aid to industry is comparatively high.

It notes that even though the total levels of aid are declining, "what matters is how seriously state aids are distorting competition in the single market, and how seriously they are damaging UK companies".

In a strong endorsement of recent US criticisms of the EC procurement market, the report said: "Directives on tendering have been in force for some time but have proved inadequate."

Employers see confidence grow as wholesalers benefit from rise in consumer spending

Retail growth underlines signs of recovery

By Peter Marsh, Economics Correspondent

SIGNS that the UK recovery is becoming better established have emerged with a Confederation of British Industry survey published today. It shows that steady growth by retailers is stimulating a pick-up in activity among wholesalers and manufacturers.

The CBI's monthly survey of the distributive trades says retailers in April increased year-on-year sales volumes for the fourth month running.

Wholesalers stepped up orders with suppliers last month by the greatest amount for more than five years, suggesting that manufacturers are starting to share the benefits of recent increases in consumer spending.

For the distributive trades as a whole - retailers, wholesalers and car dealers - the year-on-year increase in sales volumes last month was the highest registered for four years.

This month is also expected to be a good one by traders.

Mr Sudhir Jumankar, head of CBI forecasts, said the survey covering 490 businesses and 15,000 sales outlets showed a "definite pattern" of stronger retail activity boosting sales in other parts of the supply chain.

Dampening any impressions that Britain may be about to see a strong upturn from the recession, the CBI pointed out that sales trends in retailing, which accounts for about a quarter of gross domestic product, had failed to accelerate in

going into current accounts and cash.

"Such a switch would normally be seen as a prelude to spending," said Mr Spencer.

The sharp growth in the divisia measure of money has worrying implications for inflation. It contracts sharply to M4, the conventional measure of broad money, which has registered only sluggish growth in recent months.

M4 simply adds cash and the different types of deposits together, treating them as perfect substitutes for one another. It thus fails to capture the movement between different types of accounts and what this might mean for future output and inflation.

Conventional measures of the money supply have been criticised for failing to provide a reliable indicator of the relationship between the level of money in the economy and future inflation.

Wholesalers reported sales strongly ahead in April, compared with the corresponding month last year. For the first time in more than seven years, wholesalers' think their stocks are inadequate to meet demand from retail customers.

Among car dealers, sales rose in April compared with the same month last year, although by a smaller amount than earlier this year.

Even though this continued the trend of year-on-year sales increases first reported in January, the balance was slightly

less than the 25 per cent registered in March.

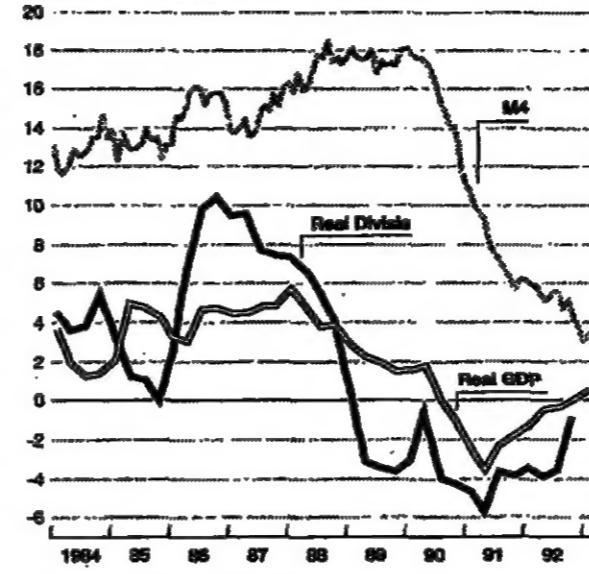
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The improvement in sales among retailers has been

Divisia versus M4

as an indicator of future output (year on year growth %)



Source: Klimwirt Benson, Datstream

mainly reported by the largest stores, confirming the impression that consumers are shopping around for bargains at outlets more likely to be offering discounts. Mail order companies have generally experienced strong sales growth while, among wholesalers, those selling office equipment and computers have done well.

Among different branches of the retail industry, most sectors reported steady increases in demand with shops selling books, shoes, chemists' goods and food noting strong year on year increases in sales volumes. Retailers of furniture and carpets reported the third consecutive month of strong year on year growth.

Household goods retailers said April sales were up on a year ago, with the year on year increase the biggest for 12 months. However, sales for the time of the year are still well below normal, indicating that any slight increase in activity in the housing market may still not have fed through to significantly higher demand for goods in shops.

Britain in brief



Norwegian whaling plan condemned

Norway has been condemned by all parties for announcing her intention to resume commercial whaling while seeking membership of the European Community which operates a ban against it.

Urging the Norwegian government to reconsider its position, Mr John Gummer, agriculture minister, stressed that if the membership application succeeded, the rules of the EC would have to be accepted.

Mr Gummer said that far from using the whaling issue as a barrier, Norway should be encouraged to become an EC member so the regulations could be strictly enforced.

taking money that could have preserved some of the 3,500 jobs it is shedding.

Criticism of Mr Wood's pay as chief executive of Royal Bank's Direct Line insurance subsidiary was among attacks on banks and building societies' job policies at the annual conference of the Banking, Insurance and Finance Union.

More councils face shake-up

Eight local authorities in Derbyshire should be abolished by 1996-97, said the Local Government Commission for England. The commission suggested they be replaced by just two councils - one for the city of Derby and the other for the rest of Derbyshire - with administrative savings estimated at £15m a year, or 9 per cent of the average local council tax bill.

Game-related epilepsy study

The first national study of the link between computer games and epileptic seizures is to be carried out with funding from the Department of Trade and Industry. The aim is to discover how many children with no previous history of epilepsy are having seizures triggered by computer games.

Group chosen for rail link

Centram, a company formed by Taylor Woodrow, the construction group, and Ansaldo Trasporti of Naples, Italy, was yesterday chosen by the West Midlands Passenger Transport Authority to build and operate the first line of a regional light rail rapid transit system. Centram will pay £10m towards building costs and in exchange will receive a franchise to operate the line without subsidy for 20 years.

Strikes averted

The threat of further industrial action on the railways receded last night as members of RMT, the main rail union, rejected the advice of their union leaders and voted narrowly in a ballot to support British Rail's peace formula.

Pay criticised

Mr Peter Wood, the director of Royal Bank of Scotland who is expected to earn at least £10m this year, was yesterday accused by bank employees of

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MANAGEMENT: THE GROWING BUSINESS

In a Nutshell

Calling for fewer rules

Very small businesses, employing one or two people, should not be made subject to every regulation, Lord Sainsbury, the government's deregulation adviser, told last week's annual conference of the Association of British Chambers of Commerce.

The law already provides general protection against malpractice to neighbours or customers, he said.

As a general principle detailed legislation should be replaced by a greater use of guidelines, education and codes of good practice, Lord Sainsbury said.

Regulations should be concerned with general requirements and less with specifics. He contrasted the Food Safety Act, which imposes a basic requirement to sell safe food, with the proposed Quick Frozen Foods regulation, which lays down exact temperatures and the frequency of checks.

Removing the risk from high-tech

Companies which want to adopt innovative but risky new processes and high-technology companies which have developed new techniques but are encountering resistance from prospective clients may benefit from a new European Commission programme.

Under the Technology Performance Financing scheme (part of the Sprint programme), the commission underwrites up to 80 per cent of the risk attached to bank funding for a project (up to a maximum of Ecu 75,000, or £56,000 per project). Companies borrowing funds make performance-related repayments.

They must apply to one of the participating banks, which will provide about 80 per cent of the funds needed, typically Ecu 40,000 to Ecu 200,000. Banks in the scheme include National Westminster, Allied Irish, Banca Bilbao Vizcaya, Generale de Banque and Finlombarda.

It took a Christmas Eve telephone call from Jayne Murray's bank manager for her to realise that her business was in trouble. The call came eight months after Murray had bought the Tulip Tree coffee shop in Gosforth, Newcastle-upon-Tyne. The manager warned that Tulip Tree had exceeded its agreed overdraft limit by £2,000.

"Up to then I had been going through the motions," recalls Murray. "I didn't understand what it was all about. When the bank manager phoned everything just fell apart."

Murray had taken an enterprise training course on leaving university, but acknowledges she did not maintain financial controls in the early months. She also now feels that she paid too much for the company in the first place.

Faced with the prospect of the business going under, Murray called a staff meeting to explain the situation and to seek her employees' support and held emergency discussions with her parents, who were directors in the business, to analyse the problems.

Two and a half years later, wage cuts, closer attention to costs and prices and tight controls on the business's finances have turned a £70,000 loss into a small monthly profit. The Tulip Tree employs seven people, has monthly sales of £28,000 to £30,000 (excluding VAT) and Murray, now 25, is working on plans to expand the catering side.

Murray's experiences are not untypical of many small business owners. Inexperience or an external shock such as a recession or the loss of a large customer poses an early challenge to the business's survival. With determination and luck the business survives, without them it goes under.

The award goes to the business owner who has learned most from his or her experience

Recognition of this common scenario prompted Durham University Business School ("Dubs"), which works intensively with small firms in the northeast, to launch its Great Escape Business Development Award. The award goes to the business owner who has learned most from his or her experience of near-disaster.

Murray was one of six business owners to be short-listed for this year's award.

Entrepreneurs are judged on four criteria: the scale of the threat relative to the size of their business; the effectiveness of their response; the

level of insight demonstrated; and the extent to which they subsequently apply what they have learned to running their business.

Only one of the participants went out of business. Martin Jones was forced to close his record production company after running out of funds, but has since relaunched himself as M2R Productions, providing business training to the music industry.

All of the others survived though

some came very close to failing. The Questions Answered Consultancy, a York-based research and marketing agency, was burgled nine months after it was set up and its computer equipment with its business records were stolen. Back-up records had not been properly kept and contracts were lost. Peter Harrington, QAC's founder, considered looking for a job but after the initial despair he rallied and got the business going again. The computer equipment was replaced and back-up discs are now kept up to date.

More importantly, says 27-year-old Harrington, the shock of near-disaster focused his thinking and made him realise careful planning would be needed if the business was to go anywhere. A decision was taken to concentrate on the regional market and a successful guidebook for teachers bringing school parties to York was produced. Harrington has taken on two more staff and he expects a near-threecold increase in turnover this year to £100,000. A move to larger premises is planned.

QAC's recovery depended on Harrington re-assembling his business records and buying new computers, but Harsh (Ultimate Hydraulics), a supplier of hydraulic tipping systems, faced an even more serious threat.

Established in 1987 to market a device to improve the safety of conventional lorry tipping systems, Harsh had just invested for expansion when its markets collapsed.

Grant Faulkner, the founder and managing director of the Full Sutton, Yorkshire-based company, responded by cutting costs and putting suppliers under pressure for discounts. He also signed up a lead-



Jayne Murray in her Tulip Tree coffee shop: winner, who nearly lost everything

ing distributor, believing this would open new markets and guarantee the company's future.

It was only after the deal was signed that Faulkner, now 28, realised this was only the start of the process. "You don't sell to distributors but through them," he says. "A sale is not made until the product moves on to the end user."

Yet more effort and cash had to be invested in training programmes for the distributor's staff, in brochures, packaging and new product development. These actions paid off. Harsh managed to maintain sales in a much-reduced market and it expects to be profitable this year on

sales of £350,000. It employs 10 people.

Dealing with distributors is a common problem for the young business, to judge by the experiences of the Great Escape participants. John Owens, now 29, founder of Newcastle-based Robot Simulations, recalls how two of his main distributors failed to make any sales for a five-month period and his company's income dried up.

"In the end I went out on the road and sales turned right round in two months," he says. "We solved the problem just in time because we were about to hit our overdraft limit. The dealers were a wall

between us and our customers."

Owens called in a business counsellor, Roger Verrall, to help him with these problems and realised he was far happier concentrating on the technical side of the business, creating software programs which allow the users of industrial robots to simulate their operation.

He stepped down as managing director and sold 51 per cent of the company, which employs six people and has sales of £30,000, to Verrall.

Owens was not the only entrepreneur to relinquish majority control of his business among the Great Escape participants. Peter Wild, founder of Wild Vision, a Boldon Colliery-based manufacturer of circuit boards for Acorn computers, also brought in an outside shareholder when problems arose.

But how much do we know about business failure? How comprehensive or accurate are the figures? Despite considerable academic research, we have only a limited understanding.

This was one of the key conclusions of a Review of Research on the Factors Influencing the Death of Small Firms*, presented at a seminar last Friday by David Storey, director of research at the Warwick University Small Business Centre.

While "failure" is often taken to mean disaster and financial loss, many businesses appear in the statistics when they have simply been sold or the owner has retired.

None of the statistics commonly used - VAT deregistrations, business insolvencies, personal bankruptcies - tells the whole story and, worse still, they frequently show conflicting trends.

Researchers generally agree that small, young companies are particularly vulnerable and that companies which do not grow are less likely to survive.

But even such apparently obvious measures as profit do not automatically link to success or failure. Nor is the sector in which a business operates a significant factor in whether or not it survives (despite the fondness of bankers for red-lining specific sectors).

It has also proved difficult to relate personal characteristics to success or failure, while the impact of external economic shocks, such as changes in interest rates, is not clear-cut.

It may be of some consolation to business owners battling with the uncertainties of the 1990s that conditions in the 19th century, often depicted as the golden age of the established family firm, were very much the same. Relatively few companies grew to a ripe old age, even then.

*Researched as part of a small firms study financed by the Economic and Social Research Council to be published later.

Figuring out failure

When countries go into recession, few economic statistics are followed with greater interest than the data for business failures. When they recover, a decline in insolvencies is usually seen as proof that the worst is over.

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Over the past year, not everyone on the crowded flights from the UK to Orlando, Florida has been heading for Disneyworld, Cape Kennedy or the sunshine state's other big attractions.

For executives from Rolls-Royce, the UK aero-engine and industrial power group, the journey ends in a somewhat confusing ride down Ingenuity Drive and Strategy Boulevard.

In an empty scrubland that will one day be a high-powered industrial area - hence the names - their destination is the headquarters of Westinghouse Electric's power generation business.

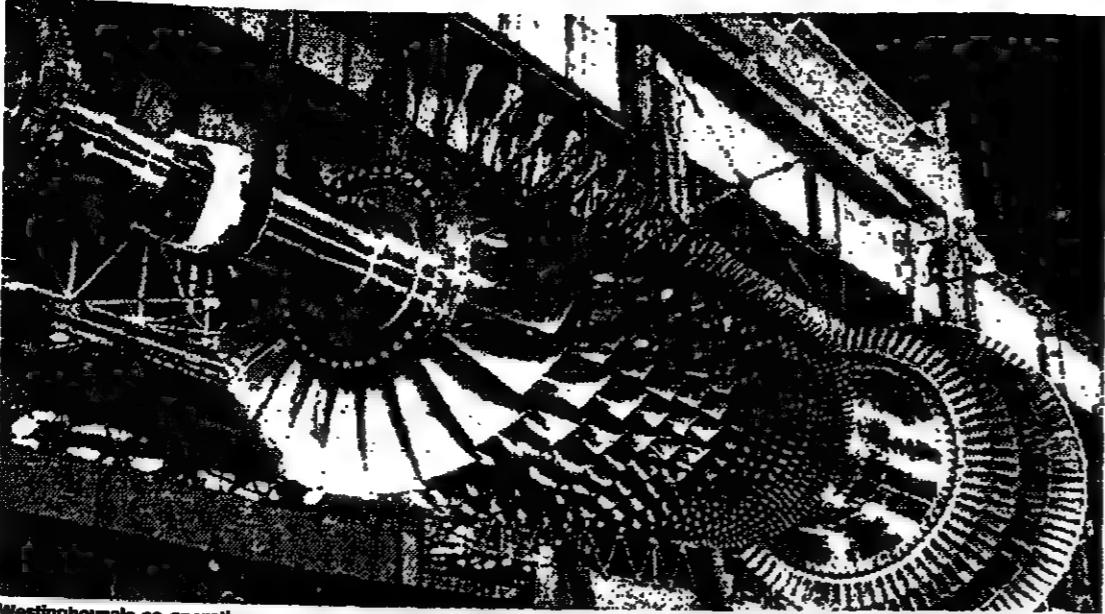
Westinghouse officials have been travelling in the other direction, to London and Newcastle, as the two companies develop a relationship that began in the earliest days of the modern power equipment industry but took on new meaning last June. That was when Westinghouse and Rolls-Royce announced a 15-year agreement aimed at strengthening both companies in the highly competitive worldwide power generation equipment business. The deal was one of the most important recent tie-ups in the power equipment industry and covers technology transfer, joint development of combustion turbine technology and marketing of combustion turbines and combined-cycle power plants.

It is early days yet, but the new co-operation looks to have made a good start, even if the tangible results so far are just one contract. Last autumn, the Tennessee Valley Authority gave the partnership an order for two replacement generators to be built by Westinghouse and four steam turbine rotors to be built by Rolls-Royce, with Westinghouse installing and servicing the equipment.

This may sound prosaic, but it was the kind of order that the UK company would have found hard to share in had it been bidding without a US partner. A large retrofit such as this also opens the way to other business in the replacement market in the US, says Richard Maudslay, managing director of Rolls-Royce's industrial power group.

But the agreement is nothing if not wide-ranging and, behind the scenes, cross-border activity has been intensified since June, with a clutch of inter-company groups set up to push the co-operation forward. Common purchasing of components has already begun and in both companies there has been a big management effort to spread involvement in the tie-up into middle-management and the manufacturing workforce.

As executives in several disciplines work out how to make the tie-up affective, its rationale is



Westinghouse's co-operative programmes, like the one that produced this gas turbine, have yielded more than 50 new products

Generating a new alliance

Westinghouse and Rolls-Royce are both benefiting from a wide-ranging partnership, writes Andrew Baxter

becoming increasingly clear. As with all good industrial link-ups, both companies need each other - for technology and market presence.

"One company is going to be able to do everything to stay competitive in this business. Because we had totally different portfolios, we realised we could work together," says Frank Bakos, vice-president and general manager of the Westinghouse power generation business unit.

"There are some very positive benefits from the agreement," says Maudslay. "With our different products we can balance out each other's weaknesses."

Technology transfer via licensing or other agreements has long been an integral part of the power equipment industry. Westinghouse's early steam turbines, for example, were based on designs by Sir Charles Parsons, the 19th century inventor of steam turbines.

Westinghouse has had a series of agreements with Mitsubishi companies in Japan stretching back to a 1923 generator deal with Mitsubishi Electric. In combustion turbines, it has co-operated with Mitsubishi Heavy Industries since 1961, and has a similar co-operation with FiatAvio of Italy which dates from 1954.

In their early days, the deals with the Japanese were "somewhat haphazard", according to Bakos, but have lately taken on a more balanced look as the Japanese expertise in the design and production of turbines developed.

The tripartite alliance between the US, Japan and Italian companies has now become a fully-fledged

network. MHI is producing the largest turbines within the group, the 701F model which can produce up to 320MW for 50 Hz markets such as Japan. But Westinghouse recognises in the late 1980s that its single biggest liability was lack of access to the aero-engine technology that its big rival General Electric has

used with some success in developing its land-based gas turbines.

The Orlando company searched for the aero-technology it needed, although, says Bakos, it was a period when it was being wooed as well as wooed. Apart from GE, the only other leading aero-engine producers are Pratt & Whitney, which is working with Siemens on a new heavy-duty gas turbine for the end of next year, and Rolls-Royce.

The key to the successful transfer of aero-engine technology to large-scale electric power generation is to incorporate those elements which can help improve efficiency and output without jeopardising reliability or adding excessively to costs.

So one of the most important tasks for the teams from Orlando and Newcastle is to work out what can be used in the next generation of Westinghouse gas turbines, which could be launched in the second half of the 1990s.

John Kessinger, a Westinghouse power generation executive with responsibility for strategic alliance products, points out that new materials or designs that make aero-engines lighter may not be relevant. Alternatively, some aero-derivative

technology will be relevant but would only be cost-effective if produced in very large numbers.

However, some of the work done on designs of aero-turbines and compressors will be very valuable, he says. Designs for turbine blades, vanes and transmission pieces, some of the aero-derived cooling technologies, new materials and design techniques such as computational fluid dynamics could all be useful. "We're still in the middle of trying to figure out what makes sense for us," says Kessinger.

For Rolls-Royce, a clear advantage of this development is that it gains access not only to Westinghouse's existing heavy duty gas turbines, but to a new generation enhanced by its aero-derived technology. Coupled with Westinghouse's technology in combined cycle power (the increasingly popular gas turbine/steam generator/steam turbine combination), this strengthens the UK company in markets where it has a stronger presence than its US partner.

But the deal is also important for both companies at the smaller end of the combined cycle market. Rolls-Royce already has the industrial version of its RR211 engine, which generates about 25MW of power, but is committed to developing a 50MW industrial version of its forthcoming Trent engine. This version should be ready at the beginning of 1996, says Maudslay.

Maudslay wants both these engines to be strongly marketed in North America, and it is better to do that with a US link, he says. At Westinghouse, Reg McIntrye, general manager for combustion turbines, says: "We keep pressuring them on the Trent engine." With Westinghouse's help, it could become the centrepiece of a highly-efficient 70-75MW combined cycle plant.

The two companies are also working on developing steam turbines, a more mature and more crowded market than that for gas turbines. "It did not make sense for each to develop its own products independently," says Maudslay.

As a result of the tie-up, the Westinghouse power generation business is emerging as the focal point for a technology interchange involving, on the one hand, Rolls-Royce and, on the other, the US company's alliances in Japan, Italy and 10 other countries.

For Bakos, that is tantamount to having access to 9,000 engineers worldwide working on steam or combustion turbines. Getting this "great global engineering department" to work is worth the effort, he says. It has a combined annual research and development budget in excess of 30 per cent of the company's power generation sales - and no one in engineering could afford that amount of spending alone.

A hearing aid for ultrasound

Louise Kehoe on a technique to improve image quality

The first photographs in the albums compiled by proud new parents are often taken before the birth. They are images of the fetus in the womb, obtained using non-invasive ultrasonic diagnostic equipment.

Yet it usually takes the expert eye of an obstetrician to pick out the tiny human form from these murky grey images. Medical ultrasonic images, which are also used to diagnose abdominal, urological, vascular and heart problems, can be made significantly clearer by a new technique developed by Acuson, the leading US manufacturer of medical ultrasonic equipment.

The use of ultrasonic systems in medicine has grown rapidly over the past five years with 50-50 ultrasonic examinations performed in the US last year, up from 25-30 in 1988.

Since medical ultrasonic imaging was introduced in the mid-1970s, there have been several incremental improvements in the performance of the systems. Acuson claims, however, to have achieved a "breakthrough" with the introduction of its "acoustic response technology".

ART "will open up new vistas of what we are able to investigate with ultrasound", predicts Barry Mahoney, director of ultrasound diagnostics at the Swedish Hospital in Seattle, Washington.

"I have been able to see structures that were not visible, especially in obese patients," says Mahoney, who has tested the Acuson technology alongside existing state-of-the-art equipment. Using ART, the doctor was able to see the four quadrants of the heart and the internal structure of the brain of a fetus in the womb, detail of the layers of the bowel and even the layers of skin on a fetus.

ART is a computer-controlled method of refining the images obtained from a medical ultrasonic diagnosis system. It involves shaping the frequency spectrum of the ultrasonic signal to minimise distortions as it passes through the human body. The principle of ultrasonic

imaging is simple. High frequency sound waves are transmitted by a transducer placed on the patient's skin. Some of the sound waves bounce off the soft tissues of the body as "echoes". The echo is picked up by a detector and transformed into electrical signals that are used to form an image of the internal structure of the body on a computer screen.

However, ultrasonic signals are also attenuated as they pass through body tissues. Lower frequency signals penetrate further than high frequencies, just as drum beats can be heard from a further distance than the sound of a bell ringing.

Thus ultrasonic imaging systems have to compensate for the distortion of the signal as it passes through the body. This decreases the resolution of images making it more difficult for a doctor to see structures deep inside the body.

"We have known for years what the body does to ultrasonic echoes and it was an effect we thought we'd always have to live with," says Samuel Maslak, Acuson president and chief executive. By applying computer control to all parts of the imaging system, including the transducer, the signal and the detector, ART improves image quality.

"These are not just aesthetic effects we are bringing to the diagnostic image. There is a significant increase in information content that will be extremely helpful in making difficult diagnoses," says John Freund, Acuson executive vice-president.

Sales of diagnostic imaging equipment in the US totalled about \$4.2bn (£2.7bn) in the US in 1991, the latest figures available. This was, however, less than 0.5 per cent of total healthcare spending of \$738.2bn.

In an era of rising health care costs, improved diagnostic techniques will help to save money, Acuson maintains. "At least five times as much is spent on treatment as on diagnosis in the US today," says Maslak. "Yet every dollar spent on early, correct diagnosis saves dollars downstream."



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BUSINESS AND THE LAW

Spanish film rules unlawful



Spanish restrictions which prevent foreign language films from being subtitled in the official Spanish language unless the film distributor agrees to distribute a Spanish language film in return have been struck down by the European Court of Justice.

The court ruled the restrictions were contrary to Rome Treaty provisions on the freedom to provide services. These prohibit the discriminatory treatment of a service provider by reason of nationality or because the provider is in a different member state from that in which the service is performed.

The court said the Spanish rules clearly gave Spanish film producers an advantage over other EC producers. The effect was to protect Spanish film production.

The court rejected the Spanish argument that the measures pursued a cultural objective and therefore should be allowed. The rules advantaged the distribution of domestic films, regardless of their content or quality. They pursued a commercial objective and there was no reason why Spain should be allowed to derogate from the basic Treaty provisions.

C-162/91: *Forafrique Burkinafaso SA v Commission, ECJ 5CH, 29 April 1993*

Application for interim measures fails

The President of the Court of First Instance rejected an application by Compagnie Maritime Belge, the Belgian shipping company, for interim measures in the form of a suspension of part of the European Commission's decision of 23 December 1992 about the activities of shipping conferences involved in providing transport services between Europe and West Africa.

The Commission decision found the conferences and their members had infringed EC competition rules. Fines were imposed and the conferences were ordered to stop the infringements. The applicant challenged the order to stop infringements in so far as they related to participation in the implementation of a co-operation agreement with Zaire.

The President found CMB had not demonstrated that it could not wait until the outcome of the main hearing without suffering serious and irreparable harm.

T-24/93R: *Compagnie Maritime Belge Transport NV v Commission* CPI, 18 May 1993

BRICK COURT CHAMBERS,
BRUSSELS.

When international accountancy firm Arthur Andersen let it be known recently that it was behind Garrett & Co, a new London law firm to be headed by the former senior legal adviser to Investors in Industry (31), Britain's largest venture capital company, lawyers in the City of London blanched.

The link between Andersen and Garrett & Co could pave the way towards the creation of the first multi-disciplinary partnership between accountants and lawyers. Although Garrett will be independent of Andersen in the short term, it will be based in the accountants' London offices and will expect much of its work to come through referrals from Andersen's network.

For the top City law firms, concern about the Big Six accountants moving into legal services stems from the fear of competition not in domestic markets but in those for international legal services. As much as 40 per cent of their work now has an international element and any move into the international legal markets by an organisation with an established presence in every corner of the globe poses a considerable threat.

Some accountancy firms have already flagged their intentions. KPMG, for example, has strong links with the French law firm Fidal, arguably the largest in continental Europe. But Andersen is forcing the pace. It has established a number of associations with law firms in other European countries including SG Archibald of France and Frischalter, Kruger & Co of Germany.

It has some way to go before it is in a position to challenge the big English and American law firms in the provision of high-value global legal services but it can build on a network of 318 offices employing 62,000 professional staff in 72 countries around the world.

No law firm can match that spread – except perhaps Baker & McKenzie, which operates on a scaled-down level more appropriate to the size of the global marketplace for legal services. B&M has 63 offices in 32 countries. Its 1,640 lawyers represent 45 nationalities and speak 60 languages. No other law firm comes close to that.

B&M used to be regarded by its competitors for its unusual structure. It knits local lawyers in different countries into its international network, whereas the traditional method for providing legal services for multinational clients involves a few overseas branch offices controlled from the centre and staffed by lawyers on assignment from headquarters for two or three years at a time.

As competition for international

lawyers in the City of London blanched.

Robert Rice on the coming players in the market for international services

America's top law firms 1991

John McGuigan
Chairman Baker & McKenzie



Rank by gross revenue	Gross revenue (\$m)	Revenue per lawyer (\$1,000)	Profit per partner (\$1,000)
Skadden, Arps, Slate, Meagher & Flom	450.0	420	220
Baker & McKenzie	477.0	300	320
Jones, Day, Reavis & Pogue	408.0	320	320
Gibson, Dunn & Crutcher	277.0	450	480
Shearman & Sterling	273.5	500	680
Sullivan & Cromwell	255.0	750	1,050
Davis Polk & Wardwell	222.0	620	1,000
Well, Gotshal & Manges	252.0	480	700
Latham & Watkins	288.5	420	520
Clery, Gottlieb, Steen & Hamilton	235.0	550	770

Source: American Lawyer Magazine

legal services heat up, the number of detractors is dwindling. Some firms now appear to accept that the Baker & McKenzie approach may have been the right one after all.

Many of those who expanded rapidly overseas in the late 1980s now realise that the cost of establishing, staffing and running more than a handful of overseas branch offices to serve multinational clients may be prohibitive.

Some even appear to have changed tack. New York's Skadden Arps, Slate, Meagher & Flom, which quickly established seven offices in Europe in the late 1980s, has recently entered into affiliations with local law firms in Frankfurt and Vienna.

This is a development not lost on John McGuigan, the recently appointed chairman of B&M's executive committee. The 43-year-old Australian accountant turned lawyer believes that when the regulatory barriers to cross-jurisdictional legal practice come down only a very few firms will be in a position to operate on a truly international basis.

One of the main limitations they will face is money, he says. B&M has 53 offices around the world because that is the way the firm evolved. When Russell Baker and John McKenzie set up the firm in Chicago in 1949 they hit on the simple idea that as US multinationals sought to expand their market and bases of production they were going to need sophisticated legal advice. It seemed sensible for companies to have access to someone in those markets who could provide that advice but who also had an understanding of the US legal system.

"But," says McGuigan, "I wouldn't like to be seeking to establish 50 offices now. The fact is we have them in the balance sheet, they're capitalised and they're all profitable."

The other main impediment will be cultural, he says. If firms are going to operate on a truly international basis and offer as broad a range of services as B&M does, they need a flexible management style and a certain degree of local independence and respect for local solutions. The traditional head office/branch office structure is too rigid.

Critics of the B&M approach point

out, however, that the evolution of the firm with its reliance on national lawyers in the various locations inevitably means that the quality of its work is inconsistent.

Standards in Bangkok or Bogota may not be up to those of London or New York. As competition in the international market place intensifies, critics argue, and as clients bring an increasingly sophisticated approach to buying legal services, companies which in the past have used B&M around the world will become more selective about where they use its lawyers in future.

Equally, a poor piece of work for a multinational client done in Manila could damage relationships in more important markets such as Europe or North America.

Eventually, these factors could begin to hurt the bottom line. Critics note that while B&M has the second highest gross revenues of America's international law firms, that is largely because it has so many lawyers. Judged by profits per partner the firm is ranked 40th.

John McGuigan believes the quality problems are over-emphasised, but he is far from complacent. "We're only as strong as our weakest link," he concedes. Improving quality is a priority. The firm has doubled its training budget over the last three years and its budget for professional development has increased from \$350,000 to \$1.2m.

But many of the criticisms miss the point of B&M's ethos, McGuigan says. Imposing the way business is done in a location is wrong because it fails to recognise that there are different degrees of sophistication in the various legal systems of the world, that local lawyers' qualifications may not be up to the standards of America and Europe and that different issues are relevant in ensuring clients get the right service.

"Some US banking lawyers believe that what they need to do in Jakarta is produce the same pile of closing documents as they would in New York. They're wrong," he says.

Given that B&M's structure and approach most closely resembles that of the Big Six, it might be thought more at risk than other international law firms if accountants move into global legal services.

McGuigan disagrees. Accountants will undoubtedly move into the legal field and will present a challenge in some of the more routine areas of legal work. They could also increase pressures on pricing at the lower end of the market.

But for the foreseeable future they are likely to have significant difficulty in attracting the number of lawyers of real quality and experience they will need to mount a serious challenge to the big law firms.

BRIEFS

Lords to probe
Community
competition rules

THE House of Lords Select Committee on the European Communities has launched an inquiry into the enforcement of EC competition rules. A sub-committee chaired by Lord Slynn, Britain's former judge at the European Court of Justice, will concentrate its inquiries on the procedures of the European Commission and levels of decision-making.

Following concern expressed by the Court of First Instance in Luxembourg, the committee will examine:

- whether Commission procedures are flawed;
- whether staff shortages and budgetary constraints within the competition directorate are delaying decision-making;
- and it will look into the Commission's publicly-expressed wish that more enforcement of competition rules should take place at national level.

The committee's previous examination of competition practices – in 1982 – resulted in improvements in procedures. The sub-committee will also examine procedural operations and possible revision of the thresholds of the Merger Regulation.

Lovell White
Durrant ahead

CITY solicitors Lovell White Durrant has emerged as the leading insolvency law firm in 1992-93 with 12 per cent of a market said by Datamonitor Analysis to be worth \$26m. Datamonitor ranks Lovells first with revenues of \$2m from insolvency work. Clifford Chance, the UK's largest law firm, is ranked second with 10 per cent of the market and revenues of \$2.6m and Dibb Lupton Broomhead, the Leeds-based solicitors, third with 9 per cent of the market and revenues of \$2m.

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Double Portrait: Study for 'The Meeting', 1992, by Tony Bevan

On the figurative art carousel

William Packer wonders why Tony Bevan appears to be Britain's only artist celebrated abroad for this particular skill

Tony Bevan is now 42, a product of the Goldsmiths' College and the Slade of the early 1970s. He is a comparatively rare creature in his generation, a figurative painter who has been much supported by our principal cultural agencies such as the British Council, and has shown abroad with considerable success, most notably in Germany and California. And good luck to him, of course. It is only his very rarity as an artist working ostensibly from the figure, and shown as such on our behalf abroad in the company of other, more conceptual and abstract favourites, that should give us pause.

There he stands, by inference the sole worthy British representative of his kind in the eyes of our cultural officers and selectors. "What do you mean?", we hear them cry, "we never push our younger figurative painters? But we put Tony Bevan in the *Aperto* of the Venice Biennale of 1988."

It is a well-fulfilling play, at once justification and excuse. We have only to wait until 1998 to find Carla Schulz-Hoffmann in her introductory essay to Bevan's show at the Staatgalerie Moderner Kunst at Munich, having cited Auerbach, Bacon, Freud, Moore and Hockney in general terms,

going on to say: "Other than these well-established big names, each of whom has developed his own form of figurative art, it is only seldom that promising younger artists emerge, and one rarely encounters British names among the riders on the international artistic carousel." Quite so.

And so why should Bevan be the brave exception? His canvases vary in size but the format is uniformly simple, a head or figure presented directly against an intense colour or tonal field. The images are decidedly more graphic than painterly in their realisation, for all the dense impact of the pigment on the surface. These are self-consciously dramatic, iconic presences, that strike powerfully upon the viewer's eye and imagination, at least at first. And they are worked not directly from reality but at a certain remove, from photographs.

The theme of Bevan's current exhibition at Whitechapel is *The Meeting*, which turns out to be a meeting, who knows whether for performance or rehearsal, of a small, nameless, male-voice choir.

Surrounded by studies and single heads, the centrepiece is a polychrome that brings the group together in three ranks, mouths agape, gazing intensely out at us, the unseen audience. The only thing is that, imme-

diately impressive as this new work is in the old way of strong graphic silhouette, dense surface and bright colour, any longer and closer scrutiny reveals it to be very poorly done, all of it.

The drawing is weak and the painting worse than weak, for it is clear that Bevan has no understanding of form, and no techniques at all for modelling and realising it convincingly within the limitations of pictorial convention. It is only fair to say that, working as he always has from the photograph, his inadequacy is understandable, for the photograph, that seductive, monocular cheat, has always left out or hidden at least as much as ever it revealed. To look at these boneless heads, soggy cheeks, cloth ears and absent noses, is to take the point. What is a little harder to take is the thought of Bevan as a significant upholder of a continuing figurative tradition.

Such disappointment casts doubt, of course, on the earlier work, but at least he got by so long as he stuck to his simple graphic method. It is only this present naive attempt to take on one of the greatest tests in all of painting - which is the proper understanding and description of the human head - and to do so as it were without looking, that has let him down.

So how do his apologists defend him? Not so much by moving the goalposts as by choosing to play on an entirely different pitch. "We can survey the paintings as painted surfaces and as metaphors for painting - a painterly approach. We can look at the paintings as expressions and examinations of states of mind - a psychological approach. And we can consider the collective aspect of the character types and of their relation to their viewers - a sociological approach," thus Michael Culmingworth in his introduction to the ICA retrospective in 1988.

Dr Schulz-Hoffmann, for her part, entitled the essay already quoted: "Representational Paintings as a Conceptual Method". She went on to say that "As with all other representational painters whom one can take seriously [a nice sideswipe that], so too for Bevan the ambivalence between abstract cipher and contentual [sic] meaning plays a decisive role." Oh, we see, *pace le Bourgeois Gentilhomme*, he has been a conceptual artist all along.

And what is his method? Peter Wollen tells us in his Whitechapel catalogue: "Tony Bevan makes his paintings on the floor, working on hands and knees... He likes the downward pressure of the

charcoal stick or the paint-laden brush pressed down on the canvas. The charcoal crumbles or the dense paint moves under pressure in ways that fascinate him... Because he is so close to the canvas during the actual process of painting, it is hard to predict what will happen when the painting is hung vertically on the wall and looked at from a distance..."

Anything, I suppose, is better than confronting reality, and testing the mark that is achieved against the one that was intended, in the way of Rembrandt, Chardin, Goya. The true debate is not about the death of painting, nor of the futility of modernism. Rather it is, or should be, simply about the quality of what is done, of whatever kind, if only our curators and cultural chiefs had the eyes and unfashionable courage to look properly about them.

It is a mistake perhaps, but not a scandal that Bevan should be so celebrated at home and abroad. The scandal only is that he should be alone.

Tony Bevan: Whitechapel Art Gallery, Whitechapel High St, E1, until July 11. Sponsored by Loot, with support from Time Out and the Arthur Andersen and Co Foundation

Music at the Brighton Festival/Ronald Crichton

Schnittke for south-coast sophisticates

On Thursday, as part of a lightning European tour, the Saint Paul Chamber Orchestra under Hugh Wolff came briefly to rest in the Dome at Brighton. No signs at all of travel-tiredness: the prestigious ensemble from Minnesota gave an excellent concert. They opened with a *Trombone de Couperin* Suite as crisp and crystalline as one could wish - just enough lemon-juice for Ravel's exquisitely on-the-edge harmonies. James Galway, the soloist in Mozart's G major Flute Concerto, made the (by Mozartian standards) garrulous piece seem more rewarding than usual. For the playing's sake, one forgave Edwin Roxburgh's over-elaborate cadenza.

At this point in the programme while Londoners on the following

evening were offered Barber's *Adagio for Strings*, we south-coast sophisticates were treated to Schnittke's *Mozart à la Haydn*, in which a group of string players assemble in darkness to faint harmonics and faint pluckings. When the lights come up, standing in a semi-circle, they exchange and play with Mozartian references until the process is reversed into darkness again. More than a good Festival diversion; a late descendant, surely, of Tchaikovsky's *Mozartiana*, and nobody can say he didn't love Mozart. And Haydn? Well, he made more musical jokes than most composers.

On Wednesday in Hove Town Hall two very distinguished senior artists to whom music-lovers owe an enormous amount, Victoria de

los Angeles and Nicolai Gedda, gave a joint recital. A solo group each and two helpings of duets. For some reason vocal duets designed mainly for domestic performance sound a little sad in public. In their Schumann group one admired the style in spite of some wavering intonation. Musically there is little in the duets that Schumann did not do better elsewhere. A French group included two delightful examples by Saint-Saëns, whose endless output continually discloses unexpected good things, also a rarely-heard humorous item by Berlioz - *"Le Trubuchet"*.

Gedda's solos, all Tchaikovsky, included "At the ball" which he does so well and a dashing "Don Juan's serenade". Plenty of metal left in the tone when required. For

her part Mine de los Angeles gave us Falla's Seven popular Spanish songs. Lovely phrases, artfully shaped and shaded, in the quieter songs ("Canción" especially) but no longer the ferocity for, say, the final "Folio". With respect, the choice of Falla was not entirely wise. There are so many other Spanish songs requiring a less vivid contrast and pointing of moods. Geoffrey Parsons' accompaniments were admirable.

A footnote to what has already been written about the City of Birmingham's hearteningly enterprising staging of Rameau's *Les Boréades*, which I caught at the first of two end-of-tour appearances at the Goldsmiths' Leisure Centre at Crownborough. This is the kind of non-theatrical space (but modern,

not picturesquely dilapidated) that may make an opera producer's heart leap for joy but denies a larger proportion of his audience a good view of the stage than the least democratically planned conventional opera house with side boxes and all that. The place was boisterously reverberant yet three singers, Peter Jeffes, Peter Snipp and Jonathan Best, took trouble and got their words across. It may be coincidental that they also produced more agreeable tone than any of their colleagues.

The Saint Paul Chamber Orchestra concert was sponsored by American Express. The recital in Hove Town Hall was given in association with the National Arts Collection Fund

Dance/Alastair Macaulay

Siobhan Davies premieres at Brighton

Part of the fascination of dance is that it always hover between being figurative and abstract. Though people talk of "abstract ballets," dance - as several choreographers have remarked - cannot be truly abstract, because it deals with bodies. Yet we keep seeing human beings, as they dance, become changing shapes of ideal geometry, or impersonal embodiments of pure rhythm. And this is only the beginning of the mystery, for the greatest choreography plunges us into the drama of forms. "An abstract ballet," a critic once said, "is a ballet with more plot than a narrative ballet."

All the great choreographers, and many of the good ones, have been fully aware of this ambiguity. The

British modern-dance choreographer Siobhan Davies has several times made it the conscious theme of her work - has made dances that hover between communicative drama and sheer dancing-about dance purity. I recall in particular *Something to Tell*, which she made in 1980 for London Contemporary Dance Theatre and which made a poetic dilemma out of the ambiguity of its dances.

And, as the title of the new work she has made for her own company, *Wanting to Tell Stories*, tells you, she is back at this theme again. The six dancers maintain an almost constant flow of motion, with a wide dynamic range from phrase to phrase. The main emphasis is men and women alone or in pairs, and the main drama - as often in the piece is not charged with energy.

There are, however, stories behind the dance's stories. The decor for the piece - two highly mobile fence-screens suspended from above - has been provided by David Buckland, who has designed for most of Davies's choreography and who is her partner in private life. As on many previous occasions, Buckland's decor keeps busily interrupting Davies's dances, helping them out intrusively, drawing attention to how beautifully it means to assist in dramatising the choreography, and frequently drawing attention away from the dance. Too bad the two screens couldn't have been given curtain-calls; they did wonderfully - but at the expense of everything else.

Another problem is the different manners within the Davies

company. In some ways the company's virtuoso is Gill Clarke. She has the most striking dynamic range, the most striking legato fluency. But she exists in a cocoon; she only knows how to make her own inner world real onstage. And there is a stark-in-me self-consciousness about her dancing that distracts from the dance. The other dancers have a kind of innocent attack and an absorption in a larger stage world that makes Davies's choreography more interesting. In this respect, Paul Douglas is outstanding here. His behaviour is completely modest, and yet he makes the dance, and his role in it, adult, affecting, poignant.

Gardner Arts Centre, Brighton. Siobhan Davies then tours to Harlow (May 18-19), Exeter and Dundee

Orchestra on Thurs at deSingel, with piano soloist Emanuel Ax. Walter Hus' new *Orpheus* opera can be seen at Bourla on Sun and next Wed (226 9300)

CHICAGO

Orchestra Hall Tonight: Daniel Barenboim conducts Chicago Symphony Orchestra in works by York Höller, Prokofiev and Brahms, with violin soloist Itzhak Perlman. Thurs: Barenboim conducts symphonies by Haydn and Bruckner. Fri, Sat: Barenboim conducts Bruckner's Fifth (435 6656)

SALZBURG

For the second year in succession, the Salzburg Whi weekend concerts are to be given by the Chicago Symphony Orchestra. The first two programmes (May 29, 30) pair symphonies by Haydn and Bruckner, and are conducted by Georg Solti and Daniel Barenboim. In the final concert on May 31, Barenboim conducts Bruckner's Fifth (Tel 662-846500 Fax 662-840150)

GENEVA

MUSIC Kurt Sanderling conducts tonight's concert by Suisse Romande Orchestra at Victoria Hall, including symphonies by Mozart and Tchaikovsky (311 2511). Leon Fleisher gives a piano recital on Mon (310 6611). Edo de Waart conducts final performances of Stein Winge's new production of Boris

Godunov at Grand Théâtre tomorrow. Sat and next Mon, with a cast led by Samuel Ramey and John Tomlinson. Jadiwiga Rappé gives a song recital on Sun (511 2311)

THEATRE Merivaux's *The Game of Love and Chance* can be seen at Théâtre de Carouge, daily except Mon till June 6 (343 4343). Coline Serreau's modern philosophical fable *Quisilout et Grobata* is directed by Bertrand Besson at the Comédie, till May 29 (320 5001)

VIENNA

MUSIC Staatsoper Tonight: Prokofiev's ballet Romeo and Juliet. Tomorrow: Carmen with Agnes Baltsa, Luis Lima and Sergei Leiferkus. Thurs and Sun: Don Giovanni with Bolek Skrobanski and Jane Eaglen. Fri: Christoph von Dohnányi conducts Adolf Dresen's new production of Götterdämmerung, with Hildegard Behrens and Siegfried Jerusalem. Sat: La traviata with Nancy Gustafson. Next Mon: Giselle (51442 2353)

MESSEPAKET Tonight: final performance of Steve Reich's new music-and-video theatre piece *The Cave*. The next Vienna Festival opera production is Gluck's *Alegro*, opening at Theater an der Wien on May 27 (586 1678)

KONZERTHAUS Tonight: John Adams conducts Ensemble Modern in works by Adams, Lieberson and Nancarrow. Tomorrow and Fri:

Sviatoslav Richter plays Saint-Saëns' Second and Fifth Piano Concertos with Vienna Symphony Orchestra (the 78-year-old Russian virtuoso's first concerto performances in Vienna for more than 30 years). Thurs: Maurizio Pollini plays sonatas by Schubert and Beethoven. Sat: Ingo Metzmacher conducts Ensemble Modern in all-lives programme. Next Mon: Riccardo Muti conducts Vienna Philharmonic Orchestra in Cherubini, Beethoven and Schumann (712 1211)

THEATRE Odéon Moscow's Taganka Theatre gives world premiere tonight of *Chicago*, drama based on works of Boris Pasternak, devised by Yuri Lyubimov with music by Schmitt. Repeated tomorrow, Fri, Sat and Sun (586 1678) **AKADEMIE** Thurs, next Mon: new production of Pirandello's *Six Characters in Search of an Author*, directed by Cesare Livi. Fri, Sat, Sun: Chekhov's *Uncle Vanya* (51442 2353)

KONZERTHAUS Tonight: John Adams conducts Ensemble Modern in works by Adams, Lieberson and Nancarrow. Tomorrow and Fri:

OPERAHAUS Tonight: Tosca. Tomorrow: Elektra. Thurs and Sun:

Adam Fischer conducts Nikolaus Lehnhoff's new production of Don Carlo, with Francisco Araiza, Ruggero Raimondi and Gabriela Beznosova. Fri: ballet mixed bill, including new work by Amanda Miller. Sat: La bohème. Next Mon: Glynneth Jones song recital (282 0000)

THEATRE Tonight: Dmitri Kitaenko conducts Tonhalle Orchestra in works by Brahms and Tchaikovsky. Sun: Edmond de Stańczak conducts Supp's *Requiem* (281 1600)

THEATER 11 Tonight: Jonathan Breit-Hartson conducts Zurich Chamber Orchestra in Boccherini, Mozart, Delibes and Sulk, with soloist Karina Wisniewska (261 1600)

SCHEINSPIELHAUS Tonight and tomorrow: Brendan Behan's play *The Hostage*. Thurs, Sat and Sun: new production of Feydeau's *The Lady from Madam's*. Fri and next Mon: Hedda Gabler (221 2283)

WASHINGTON Kennedy Center Tonight's National Symphony Orchestra concert is conducted by André Previn and includes works by Vaughan Williams, Nicholas Maw, Strauss and Haydn. Alfred Brendel gives piano recital tomorrow. Richard Hickox conducts works by Haydn and Berlioz on Thurs, Fri afternoon and Sat. The theatre programme includes Olesanna, David Maw's powerful drama about political correctness (daily except Mon), and the musical *Guys and*

Dolls (202-467 4800) **BALTIMORE SYMPHONY ORCHESTRA** David Zinman conducts popular works by Ravel, Chabrier, Tchaikovsky and Kabalevsky on Fri, Sat and Sun at Joseph Meyerhoff Symphony Hall. Next week's soloist is Pinchas Zukerman (410-783 8000)

THEATRE ● *Arms and the Man*: Shaw's comedy of love and war in the Balkans. Till June 6 (Center Stage's Peacock Theater 410-885 3200)

● *Shirley Valentine*: Willy Russell's one-woman comedy about a mother with dreams that take her on a courageous voyage. Till June 6 (Church Street Theater 703-848 2822)

● *The Skin of Our Teeth*: Thornton Wilder's tribute to the indestructibility of the human spirit as seen through the eyes of the Antrobus family. Till June 13 (Arena's Fichandler Stage 202-488 3300)

● *Voice of the Prairie*: John Oliver's sweet story of the power of storytelling and the beginnings of radio in middle America. Till Sun (Oiley Theater 301-924 3400)

● *Spunk*: three of Zora Neale Hurston's tales of urban and rural African-American life have been adapted for the stage by George C. Wolfe. Till June 13 (Studio Theater 202-332 3300)

JAZZ/CABARET Blues Alley Jazz Supperclub This week's resident artist is pianist Ahmad Jamal, daily till Sun (1073 Wisconsin Ave, in the alley, 202-332 4141)

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European Cable and Satellite Business TV (All times are Central European Time)

MONDAY TO THURSDAY Super Channel: European Business Today 0730; 2230

Monday Super Channel: West of Moscow 1230.

Super Channel: Financial Times Reports 0630

Wednesday Super Channel: Financial Reports 2130

Thursday Sky News: Financial Times Reports 2030; 0130

Friday Super Channel: European Business Today 0730; 2230

Sky News: Financial Times Reports 0530

Saturday Super Channel: Financial Times Reports 0930

Sky News: West of Moscow 1130; 2230

Buck stops at De Benedetti

Robert Graham on how the Olivetti case will affect Italy's corruption scandals



Olivetti's Carlo De Benedetti: accepts full responsibility

The direct involvement of Olivetti, Italy's fifth largest private industrial group, in the country's ever-widening corruption scandals has removed any lingering doubt that it was possible to do business with the Italian public sector without paying bribes to the political establishment.

At the weekend, Mr Carlo De Benedetti, the head of the computer and office equipment manufacturer, provided Milan magistrates with details of how over the past decade it had been obliged to pay bribes to be considered for government contracts. Olivetti joins a long list of Italian groups, topped by Fiat, who have admitted either forcibly or voluntarily to providing illicit funds to the politicians in return for obtaining favourable treatment.

The impact of Olivetti's disclosure is likely to be profound, hastening the process whereby other business leaders come forward to declare their own illicit payments. The news also emphasises the need for a new ethical code for both Italian businesses and international companies operating in the country.

The headline on one of yesterday's Italian newspapers summed up the sentiment: "Even Olivetti has paid". Until now Mr De Benedetti has consistently denied his group was tainted by the system of corruption which has been uncovered over the past 15 months. This was his message to shareholders as late as last month. But on Sunday he decided to hand over to the magistrates a dossier of Olivetti's behind-the-scenes dealings with the politicians over the past decade.

Five episodes are detailed, the most important of which concerns L10.4bn paid to a "collector" on behalf of the political parties for contracts with the Ministry of Posts. In all Olivetti paid out close to L20bn to politicians since Mr De Benedetti took control of the group in 1978.

"I personally have never paid any money myself but I accept full responsibility for the actions of my group," he told the FT yesterday. He said he had no intention of passing the blame lower down the management ladder.

Mr De Benedetti's behaviour contrasts sharply with that of Fiat. The Turin-based automotive group, headed by Mr Giovanni Agnelli, pretended for almost a year to be above paying to obtain contracts. Even when its executives were arrested, they spent long periods in jail refusing to admit to

any wrongdoing. But last month Fiat changed tactics. Mr Cesare Romiti, the chief executive, admitted the group had been involved in paying bribes and gave details to the magistrates.

Nevertheless, blame for Fiat's past behaviour has not been placed on the shoulders of the company's two most senior figures. Thus the most senior people implicated remain Mr Giorgio Garuzzo, the chief operating officer, and Mr Francesco Paolo Mattioli, the chief financial officer - respectively number three and four in the organisation.

Although Mr De Benedetti said he may not have known about the mechanics of Olivetti's dealings with the political establishment, he accepted full blame.

Yet his statement to the magistrates in fact goes further than admitting guilt. Instead, he has cast the Italian business executive in the role of victim - the corrupted not the corruptor. "The emissaries of the political parties [in government] imposed a major condition which could be summed up as 'if you don't pay, you can't work with us,'" he told the magistrates. The threats, he said, were little short of

those of racketeers and extorters.

Mr De Benedetti told the FT that the Ministry of Posts had threatened to withdraw business from Olivetti if it did not pay bribes. In 1987 purchases by this ministry were only L2.1bn.

The following year - after the group had agreed to pay 2 per cent of the value of orders by the ministry - purchases jumped to L204bn.

Politicians involved in the scandals have testified that the business leaders were often ready accomplices. They obtained not just contracts but a whole "political cover". Benefits included cheap state credits, government help in covering unemployment benefit and a series of invisible barriers operated by the Italian administration to exclude foreign competition.

Mr De Benedetti insisted, however, he had been obliged to pay to maintain Olivetti's 60,000-strong workforce, and he resisted the system of corruption as much as he could. As a result, less than 5 per cent of his group's turnover was with the public administration - while international competitors such as France's Bull and Germany's Siemens had a far greater share of their turnover

linked to government sales in their home countries.

Asked why he did not publicly denounce such pressures, Mr De Benedetti said: "1993 is not 1987. Then there was a regime running the country."

This is a reference to the way in which the Christian Democrats and Socialists, the main partners in government, had carved up control of the public administration and needed vast sums of money to pay for their party bureaucrats and the luxurious lifestyles of their members. Mr De Benedetti told Milan magistrates these parties had exacted a sort of company protection tax.

Mr De Benedetti claimed his attitude had been consistent throughout. Last June, when he discovered that one company in the group, Sasini, had been involved in paying bribes for the Milan metro contract, the manager was instructed to co-operate with magistrates immediately.

He said he did not take the initiative in going to the magistrates himself until after Olivetti's name was directly questioned. This happened in the past 10 days with the arrest of two figures connected with the Ministry of Posts and Aset, the state telephone service company. "I kept quiet for the simple reason that I wanted to protect both the company and the shareholders."

The group is already in a delicate financial position which reflects the downturn in the international computer market. Preliminary estimates of 1992 losses are in the range of L650bn; losses are also expected at CIR and Cofide, Olivetti's listed holding companies.

Mr De Benedetti appeared sanguine on the possibility of shareholders' raising the issue of falsifying accounts to hide bribes. Olivetti accounts, he pointed out, contained a heading of "non-itemised expenditure" under which illicit political payments had been made. By so declaring the payments, he says, "we have even paid taxes on these monies".

Nevertheless, these revelations have badly tarnished Mr De Benedetti's image, which he has fought hard to recoup since his brief involvement in the 1982 collapse of Banco Ambrosiano. Mr De Benedetti is still waiting for Italian justice to run its slow course in that case, in which he is appealing against the decision of a court of first instance in April 1992 to sentence him to six years in prison on charges of fraudulently bankruptcy.

Joe Rogaly
Bicycle ride to a revolution



The long relative decline of Britain will continue until there is a revolution. What kind of revolution? One answer is given by Professor

Stephen Hassler in a new book entitled *The End of the House of Windsor - Birth of a British Republic*. Our author is professor of government at Guildhall University, London. "The dawning truth about Britain in the post-war period," he writes,

"is that the country seems to be running out of options. We have tried virtually every strategy for survival."

Yes, yes, but what kind of revolution? Well, actually, a cultural revolution. Back to the professor. "... Our culture - the way we think, the way we talk, the values we live by, indeed 'the British way of life' - no longer allows us to compete effectively in the modern commercial world."

As he sees it, the way to change the culture is by reform of our governing institutions and indeed the constitution itself. Turning our monarchy into a republic would certainly achieve that. "My argument here," writes Professor Hassler, "is that, over time, new attitudes and aspirations should be

the catalyst for major change."

The same series of events has encouraged The Times, once a rock of allegiance to the throne, to associate itself with the reformist Charter 88 movement in a forthcoming conference on "The Monarchy, the Constitution and the People".

This gathering, due on Saturday, will be addressed by staunch monarchists, moderate reformers, and Professor Hassler. We should not conclude that Mr Rupert Murdoch, a suspect republican, is using his posh London newspaper for nefarious purposes. I wouldn't know anything about that. The pertinent point is that a journal that carries the court circular which the choice before us

may be between competing B-teams. This is frustrating. It has not led to marches behind republican banners, but the political atmosphere is becoming more hospitable to those who propound systemic reforms.

It is the social climate. The behaviour of some of the royal children has eroded loyalties that once seemed beyond question.

The Queen herself remains popular. Her position is, deservedly, secure. What comes after her is, however,

unpredictable. Visitors to Britain do not have to move very far from the airport to discover that the House of Windsor faces an uncertain future. Just pick up any newspaper, or look out for a clutch

of books - some published, some about to be - that seek to catch the tide built up by the title-tattle of the tabloids.

Professor Hassler does not shrink from exploiting this phenomenon.

"It is fitting," he writes, "that the travails of Diana and Charles's marriage should be

the catalyst for major change."

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which the choice before us

one decisions made in the dark

corridors of Whitehall every day. Replace its authority with that of a written constitution, dismiss the House of Lords and elect a senate, and you have quite enough revolution for the average English family to stomach.

Europe's little northern monarchies have solved the problem. They do not have hereditary upper houses of parliament, and their constitutions specify exactly what their kings and queens may do.

Queen Margrethe II of Denmark has "supreme authority in all the affairs of the realm"

but, as with the conclusion of treaties, only with the consent of the Folketing. Likewise

Queen Beatrix Wilhelmina Armgard of the Netherlands. She may appoint her prime ministers by decree, but does so on the report of a "formateur" to the effect that he or she commands a majority.

No such sliver of ambiguity prevails in Sweden, whose constitution provides for the speaker of the Riksdag to propose a new prime minister. Government decisions do not require King Karl XVI Gustaf's signature. King Baudouin of Belgium has far greater nominal powers (he is the supreme head of the executive). But in practice he does not exercise them.

British subjects who see the need for reform but insist that the person of a respected monarch is a focus for national loyalties may thus have their cake and eat it, simply by learning from the Low Countries and the Scandinavians. These are in essence republics, in which authority is derived from the people. For reasons of their own they retain their ageing monarchs. We may have to do the same. Perhaps the Union Jack is not an adequate substitute for a crowned head, as the stars and stripes are in the US, or the abstract notion of the state is in France. Perhaps our revolution, when it comes, has to stop short.

The chances of this happening are becoming real. The Labour party's proposals for constitutional reform says it's about the monarchy, but if the other parts are enacted, the rest will surely follow. We may be in for permanent Conservative government, but this seems doubtful.

One day an electorate will be on offer. With any luck, the British polity will then become like that of Italy a year or ago: pregnant with sudden change.

"published by IB Tauris, London. 307 pages."

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution.

Argentina active in meeting loan terms

From Mr S Shahid Hussain

Sir, Your article recounting the pressures on the International Monetary Fund and World Bank to lend quickly to the former Soviet Union quoted an unnamed G7 official as questioning how much conditionality there was in the bank's recent lending to Argentina ("Much ado about lending", May 12).

The answer is, plenty. Since 1990, the Argentine government has undertaken a major reform programme, and we have made four large adjustment loans to support it. Compliance so far has been excel-

lent; two of the loans are fully disbursed. The government negotiated with the bank in three key areas: the downsizing and improvement of a bloated and poorly-paid public administration; reform of an inflation-prone financial sector; and sale or closure of grossly inefficient public enterprises.

Some of the actions we jointly agreed on in public administrative reform were the reduction of the national government workforce by 130,000, fair better pay for the rest, and a virtual ending of tax loopholes. The latter helped Argentina raise its tax revenue from 13 per cent of gross domestic product in 1989 to more than 22 per cent last year.

Financial reforms included a new charter for the Central Bank, the closure of a large industrial bank, and sale or closure of more than 20 enterprises owned by the defence ministry. The programme, now approaching completion, is one of the most ambitious in the hemisphere.

Your unnamed G7 official should have known better. S Shahid Hussain, vice president, Latin America and Caribbean The World Bank, Washington, DC 20433, US

ERM totally discredited

From Mr A Irvine-Fortescue

Sir, Following further devaluations of the Spanish peseta and the Portuguese escudo the exchange rate mechanism has been totally discredited as an instrument of policy.

It should now be clear that attempts to impose linked or semi-fixed exchange rates to groups of currencies within a global market of floating exchange rates is a perilous interference with market forces.

The exchange rate mechanism is unable to cope with differential economic growth rates among its monetary constituencies. European governments must now decide whether to adopt fixed or floating exchange rates. Governments may wish to adopt exchange rate target bands to finesse policy objectives but these must be confidential or the speculators will have their day.

Alexander Irvine-Fortescue, Orchard End, Park Road, Winchester, Hampshire SO23 7BE

Accountability in local government funding

From Mr Robin Squire

Sir, I was interested to read your editorial headed "Local Finance" (May 13). Certainly the report from the Audit Commission on Standard Spending Assessments (SSAs) is a timely contribution to our current review. We welcome its findings that SSAs are a more sophisticated system for equalising needs than any overseas system it examined, as well as an improvement on its predecessor.

The recent EC report on the subject of CAP fraud lists corruption to the extent of £196m. But the newly appointed president of the EC's Court of Auditors, Terry Wynn's protest about the shortsighted increase in Community Agricultural Policy funding of £200m (Letters, May 10).

Contrary to popular thought almost all efficient British farmers would agree with him, for fraud and incompetence have made the CAP an anachronistic and fraudulent nonsense. The recent EC report on the subject of CAP fraud lists corruption to the extent of £196m. But the newly appointed president of the EC's Court of Auditors, Terry Wynn's protest about the shortsighted increase in Community Agricultural Policy funding of £200m (Letters, May 10).

Where is the increased accountability to the local electorate in such a move? Moreover, how can you suggest such a power would require "capping" while you appear to endorse criticism of identical powers in respect of council tax?

Your suggestion that local accountability (which we both agree is important) would be enhanced by returning the business rate to local authorities is more questionable. Robin Squire, parliamentary undersecretary of state, Department of the Environment, 2 Marsham Street, London SW1P 3EB

UK farmers would do better without CAP

From Mr Anthony Rosen

Sir, Every concerned taxpayer should support MEP Terry Wynn's protest about the shortsighted increase in Community Agricultural Policy funding of £200m (Letters, May 10).

The City operates in a world of invisible services dependent upon the spoken and written word, where reassurance is vital to success because no one can actually see what it does.

ers would be far better off were there to be a rapid termination of the CAP and if they were to be allowed to compete on a fair trading basis.

New Zealand has eradicated all agricultural subsidies and their agriculture is now booming. Is there not a lesson to be learned here?

Anthony Rosen, chief executive, Feenix Farming, Rosehill, Arford, Headley, Hampshire GU35 2DF

Mission in need of more than written message

From Mr Pernille Ahlström

Sir, There is wisdom in the old saying "A picture speaks a thousand words".

With reference to Lucy Kellaway's article on mission statements (Management: "Man with a mission", May 10), it is clear that the written word is not enough to give meaning to an organisation in the eyes of its employees - or, indeed, its management. A company can spend a great deal of time soul-searching and consulting to come up with the right statement only to see it instantly emasculated by the confused messages of a hodge-podge of signs, brochures, variations of a logo and an often inconsistent quality of writing.

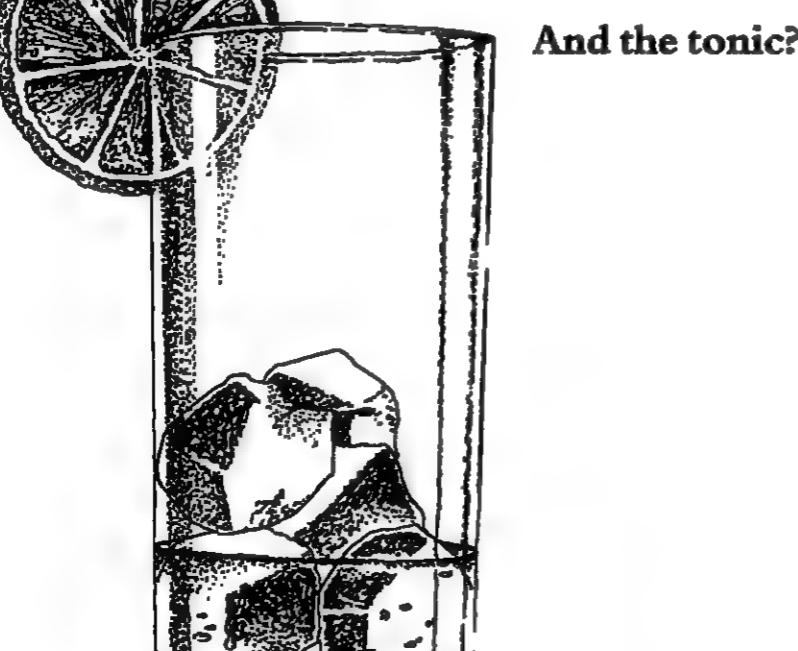
So the message of the mission statement must be seen to be acted upon, which means it must permeate everything the organisation says and does. Marks and Spencer, for example, communicates its message so well that a mission statement blazoned on the corporate walls would actually be superfluous and would be seen to indicate a lack of confidence. M and S, however, has a physical presence and operates in a highly visual world with tangible, packaged products.

Doing otherwise is a waste of effort, time and money. Pernille Ahlström, G H Creative, 8 Prince Way, Airport Executive Park, Luton LU2 9PD, UK

Ridiculous notion

From Lord Monson

Sir, The next time readers rebuke Edward Mortimer for "going on about Bosnia", to the relative exclusion of other areas of communal conflict such as Armenia and Tajikistan ("Twin track to Bosnia peace", May 12), he should respond by pointing out that Bosnia actually lies closer to the "heart of Europe" than Britain does. So, even if one sets aside all moral considerations, the notion that the area can be neatly quarantined and then conveniently ignored is ridiculous. Monson, House of Lords, London SW1A



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FINANCIAL TIMES

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Tuesday May 18 1993

New agenda in Germany

NOT FOR the first time in the saga of German unity, a compromise has been reached - this time over the pay dispute in the east German metal industry - which brings relief, but no joy. An accord at the end of last week provides a formula for ending a fortnight-old strike, the first prolonged stoppage in eastern Germany for more than 60 years. It postpones equal wages in the east and west German engineering industry for two years until 1996. But it does little to head off the risk that the region east of the Elbe will become permanently dependent on funding and favours from the west.

Mr Franz Steinkühler, the leader of the IG Metall trade union, is right to say the accord has implications for the whole of Germany. The agreement may not however live up to Mr Steinkühler's claim that it will "strengthen confidence in [German] unity". Unless his country can adjust quickly and decisively to the economic consequences, the deal carries the risk of further undermining the chances of making German unification a success.

The bitterness of the dispute has been increased by government promises in 1990 to bring easterners speedily to west German living standards. Politically, an agreement was necessary to avoid perpetuating east Germans' status as second class citizens. From an economic point of view, however, the accord is not justifiable.

Employers have secured the conditional right to "opt-out" clauses for enterprises which cannot afford officially-sanctioned pay increases. The effective east German unemployment rate is already, however, about 30 per cent. Struggling with burdens inherited both from communist central planning and (in milder form) from mistakes in Bonn's unity policies, east German enter-

prises are grossly uncompetitive at present pay and productivity levels. By winning a 1993 pay increase of about 15 per cent - compared with the employers' offer of 9 per cent and the 26 per cent due under a flawed 1991 agreement - many east German workers know they are pricing themselves out of jobs.

The west must pay a price, too. Partly because of the desire to prevent large westward migration, west Germans have, in effect, undertaken to underwrite large financial transfers to their eastern brethren at least until the end of the century. The cost of financing these transfers will be bearable only if west Germans rise to the challenge of increasing the dynamism and efficiency of their own economic arrangements.

To help job-creation west German employees will have to accept cuts in real earnings both this year and next. Further cuts in social spending, already pressed by latest news of recession-induced shortfalls in tax receipts, are badly needed. By promoting the "opt-out" possibilities now agreed in eastern collective bargaining, the government should push employers and trade unions towards much greater wage flexibility in the west as well.

Additionally, the country badly needs longer working hours - both per week and over the whole of an individual's life - to tackle acute financing problems in the health and pensions systems.

Germany's deep recession is probably not the best time to push through much-needed reforms. But at least now there are no illusions about quick or easy solutions. The agenda has been made lengthier, and more difficult, by the errors in dealing with German reunification. The penalty for inaction is considerable; but so will be the reward for eventual success.

Tough at the top

TEMPTING though it may be to attack the external directors of the Bank of England for awarding the Governor-elect, Mr Eddie George, a handsome pay increase in these dark times, this reaction would be misplaced. Since Mr George wants his pay to be frozen over his five-year term of office, nobody can be quite sure what his real pay will be. True, the starting point is higher than at any other job in the public sector. Equally important, it is substantially higher than that of Mr George's opposite number in the Treasury, Sir Terence Burns. But then Sir Terence can console himself with the thought that as long as the Bank of England is denied independent status, it is he who has the power, if not the pay.

If Mr George's judgment is to be questioned, it might well be on the grounds that he has been prepared to take a bet, in his personal

financial arrangements, on the future course of a monetary policy over which he has only limited influence. Inflation is now almost certainly close to its low point in the present economic cycle. If the gap between the yield on fixed interest and index-linked gilts is any guide, the market is assuming a long run rate of inflation of around five per cent in short, by the time Mr George retires, inflation will have reduced the purchasing power of the pound in his pocket by more than 20 per cent.

There is thus every possibility

that both the Chancellor and his permanent secretary will be catching up in real terms with Mr George over the next five years.

Only when they freeze their pay - or declare the Bank independent - will the government's inflation target of 0.4 per cent begin to carry much credibility.

Drugs prices

THE DRUG industry's fat profit margins have made it an easy target for the Clinton administration in its struggle to find a way to bring US health care costs under control. Allegations of profiteering, combined with threats of price cuts, have taken their toll on pharmaceutical company share prices. And, though mandatory price controls now seem less likely than a few months ago, the industry has felt a need to respond by proposing a voluntary price cap.

Price controls, whether of a mandatory or voluntary kind, are not the way to bring prices down. They would probably prevent drugs firms from raising as quickly as they could. They would also endanger research into new drugs. Instead, as Mrs Hillary Clinton's health task force puts the final touches to its blueprint for reform, it should rely on competitive market forces to deliver better value for money.

In industries characterised by monopoly - such as gas, telecommunications, electricity and water - price regulation is unavoidable if consumers' interests are to be protected. The pharmaceutical industry is not such an industry. Patent protection gives companies a limited monopoly. But, when drugs come off patent, generic competitors are usually available at a fraction of the price. Even while patent protection continues, most drugs have rivals which, although not exact copies, are equally effective.

The problem is not one of a lack of competing products but of the failure of purchasers to shop around. Prescription decisions too rarely take account of prices, because doctors consider it their job to cure patients rather than control costs, leaving insurers and taxpayers to pick up the tab. Such limited price sensitivity has allowed drug companies to get away with what have sometimes

been sharp price hikes. Introducing price controls in such a market would be damaging.

On the one hand, there would be a danger of imposing controls which were too harsh. This would have the effect of disrupting research into drugs to tackle illnesses such as Aids, Alzheimer's and cancer. But controls could be too lax, with the result that patients' interests were sold short.

Even if controls were miraculously just right, they would have the effect of stifling the development of a more competitive market and the dynamic efficiency gains that would flow from it. There is scope for cost savings in all the drug companies' activities, but introducing price caps could very easily turn the industry into a government-licensed cartel.

A better way to control costs is to encourage purchasers to shop more diligently. This is already happening among health maintenance organisations and other "managed care" providers, which take an active interest in whether the drugs their doctors prescribe are good value. Since they are only prepared to pay for drugs that meet that test, they are able to pick and choose between rival companies' products and often receive substantial discounts.

The Clinton administration is well aware of these benefits and is keen to extend them to the whole population through an overall approach to health care, dubbed managed competition. Such an approach would not only deliver better value for money in the short run. It would also give the industry a spur to greater efficiency, so holding out the prospect of better value in the future, while maintaining the incentive to develop new drugs.

Combining this policy with price caps would be unnecessary. It would also undermine the idea of a competitive market.

Mr Robert Ayling, British Airways' new managing director, was taking a steady stream of telephone calls last week in his Mexico City hotel suite, at the same time as completing a memo to the airline's 49,000 employees.

Back in the company's London offices, Sir Colin Marshall, BA's new chairman, was calling in a succession of senior advisers for a series of hectic meetings.

Though thousands of miles apart, both men were engaged in final preparations for the most important day in the company's annual diary.

For both of them, taking over in the wake of Lord King's retirement as chairman, today's announcement of BA's financial results will be particularly significant. It will be the first time that the airline's new management team will address the City of London since the company's High Court libel settlement and humiliating apology in January to Mr Richard Branson for the "dirty tricks" campaign against his Virgin Atlantic Airways.

The airline has continued to outperform most of its competition. Overall, BA's scheduled traffic rose by 12.3 per cent in the financial year ending March on a capacity increase of 11.3 per cent. BA is expected to show a drop of about a third in pre-tax profits for the financial year that ended in March, to a figure of between £180m and £200m compared with £284m the previous year. However, the majority of its competitors are continuing to report huge losses.

Europe's biggest airlines, hit by recession, overcapacity and fierce fares wars, saw their accumulated losses increase last year to \$1.35bn from \$1.1bn in 1991, according to figures published last Friday by the Association of European Airlines. And in the last three years, the International Air Transport Association says western carriers lost a total of more than \$10bn on their international scheduled routes.

"Under the circumstances, our performance is wonderful," says Mr Ayling. But he is also the first to acknowledge that BA is entering a new era. The "world's favourite airline", as BA likes to call itself, faces a number of strategic questions which will test the mettle of its new top managers.

Externally, the company must continue to expand around the world at a time of increasing airline deregulation and competition. Internally, the new team faces an additional task: cleaning up its own stables and restoring internal morale after the Virgin case.

Mr Branson has launched new legal proceedings against BA and shows every intention of maintaining the pressure on his bigger UK rival. BA's board has again renewed

its confidence in all the company's directors, stating publicly last month that board members "do not question the integrity" of Sir Colin and Mr Ayling.

Despite their efforts to distance themselves from the "dirty tricks" campaign, a cloud still hangs over BA's management. The company has decided not to give details of its side of the story because of the threat of further litigation. But in the absence of any facts, speculation has been allowed to run rife, creating considerable anger and frustration inside the company.

If internal morale has been sapped by the Virgin affair, BA's UK workers have become even more concerned about their own circumstances. Unions representing pilots, cabin crews and ground staff have balloted their members about industrial action. They are increasingly unhappy with BA's plans to become a global airline and its intensified efforts to cut costs, including the creation of low-cost subsidiaries for UK regional services and for the loss-making short-haul European operations based at Gatwick, acquired last year from Dan Air.

Sir Colin insists BA is not attempting to "export" jobs through its international partnership with airlines in the US, Europe and Australia. "We are trying to ensure BA becomes the linchpin in the future global entity for our business," he explains. But he admits he would have preferred to space out over a longer period of time the flurry of acquisitions the company has made in the last four months.

The company has spent £600m

acquiring strategic stakes in USAir, Qantas of Australia, the French TAT regional carrier and a small German carrier, as well as taking over Dan Air and the Plymouth-based Brymon operations in the UK. To help finance these acquisitions and reduce gearing, which stood at 45 per cent at the end of last year, City analysts expect BA to launch a big rights issue when it announces its results today.

In his memo from Mexico City, Mr Ayling has attempted to reassure the airline's staff that the company will do all it can to safeguard their jobs. But he also warned it

was necessary for the company to continue improving efficiency, introducing, among other steps, a differential pay structure as an alternative to closure or disposal of loss-making UK operations.

US airlines have already introduced two tier wage systems to reduce costs of lower yielding and unprofitable short haul operations. But the concept is new in Europe.

Gatwick has always been a loss

maker. British Caledonian lost

money on its short haul routes and

we found it difficult to improve the performance when we took them over," Mr Ayling said. The collapse of Dan Air offered BA a "one-off" opportunity to change the level of costs of the airline's operations at Gatwick, he added.

"If Gatwick is to work, we've got

to have a lower cost base than we

can live with at Heathrow. We came

right up front on that," Sir Colin

explained.

Gatwick has traditionally been a loss-making operation

because of its higher proportion of

leisure to business traffic compared

with Heathrow.

BA successfully restructured its

UK regional operations last year

into a low-cost subsidiary with

lower wage levels than at Heathrow. But the decision to set up another low cost subsidiary at Gatwick has worried unions and staff who fear BA will seek new labour concessions at Heathrow.

Mr Ayling has gone out of his

way to stress that BA had no intention

of seeking pay reductions

except "in the wholly exceptional circumstances where this is the

bounds of the acceptable."

In its defence, a spokesman for

Oxford said four women have been

appointed to established chairs

in the past two years, and that Oxford

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- until 1979, two-thirds of its col-

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Trieman, AUT general secretary,

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Mr Trieman says government

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THE STANDARD FOR EXCELLENCE

Results of EC-wide poll show fall in support for integration

By David Gardner in Brussels

AN European Community-wide poll showing a fall in support for European integration has been withheld by the European Commission until after today's referendum in Denmark on the Maastricht treaty.

Senior Commission officials say the Eurobarometer poll, carried out by independent national market research organisations under the aegis of the Commission, shows a sharp drop in support for European unification in Spain, Portugal and Greece, which until recently were four-square behind the Community and Maastricht.

The survey took place before last week's latest devaluation of

the Spanish peseta and Portuguese escudo. But a similar survey last autumn, just before the crisis in the exchange rate mechanism for EC currencies, triggered strongly negative reactions in the UK, Italy, Spain, Portugal and Ireland - all of whose currencies ended up either having to devalue or float.

Three senior Commission officials confirm that Brussels decided to hold back the latest Eurobarometer survey until the Danish referendum is over, even though all recent opinion polls in Denmark point to a vote in favour of the Maastricht treaty. Formal Commission officials in charge of the poll say that although the results are ready, publication has been held up

until May 25 by procedural delays.

Officials who approve the interpretation of the results were only due to get the figures last night.

The survey results this time last year were released on May 15. In 1991, in the run-up to the Maastricht treaty, the spring survey emerged on May 2, brimming with Euro-enthusiasm.

In spring 1991, 80 per cent of those polled supported "efforts being made to unify western Europe", with only 11 per cent against. A year later, in the wake of the Maastricht summit, the majority was still 76 to 16 per cent.

Even by last autumn, the last published Eurobarometer poll in the wake of the crisis unleashed

by Denmark's rejection of Maastricht, 73 per cent still favoured unification with 19 per cent opposed.

Last autumn's poll, nevertheless, showed more equivocation about Maastricht itself. There were absolute majorities for the treaty in only six countries; relative majorities (excluding the "don't knows") in four; and majorities against in the UK and Denmark, the two countries holding up ratification. In Spain and Portugal, however, half those polled were undecided.

A spokeswoman for the Commission said last night that the new Eurobarometer would show that "globally, attitudes are not [now] very different from last autumn".

THE LEX COLUMN US West calls Time

FT-SE Index: 2858.1 (+11.1)

Whitbread

Share price relative to the FT-100 Brewers and Distillers Index



Source: Datastream

trading on food where margins are higher and the gearing to recovery greater.

Some risks remain. Whitbread will be at a disadvantage over brewers which can manage greater economies of scale. It must also resist pressures from supermarkets on its margins. The chances are that the sluggish beer market will continue to hold back growth this year, but its approach may still give it an edge over other brewers. Indeed the strategic question may eventually become one of the extent to which it should remain in control of the network's profitability.

When fully optical networks are operating, the price of data transmission will fall dramatically. Profits will then come predominantly from the value-added services that can be sold through the wires, such as high-speed computing, video telecoms, information and entertainment. Time Warner may come to wish it had been able to pawn, rather than sell, those jewels.

Whitbread

Whitbread is starting to look more like a retailer than a brewer. Its answer to the challenge from volume brewers like Bass is to walk away from the battle for market share.

Instead, it is now pushing its brand values, its strengths in the off-trade, and, above all, food, where its turnover is beaten in the UK only by McDonald's. That looks a sensible approach.

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INTERNATIONAL COMPANIES AND FINANCE

Pébereau to head BNP in run-up to sell-off by state

By David Buchan in Paris

MR Michel Pébereau, chairman of the French bank Crédit Commercial de France (CCF), is to become the head of Banque Nationale de Paris (BNP), the state-controlled institution earmarked for privatisation later this year.

The appointment of Mr Pébereau, who succeeds Mr René Thomas at the helm of France's third largest bank, is the first leadership change at a state-owned enterprise since the new government won power seven weeks ago, pledging a sell-off of state assets to liberalise the economy and to help plug the budget deficit.

However, the change of leadership at BNP, announced yesterday, bears little resemblance to the politically-motivated personnel changes which occurred when power last alternated between left and right in the 1980s. Mr Thomas, aged 64 and not in the best of health, had indicated he wanted to retire last year, but the then Socialist government was unable to agree on a successor.

The 51-year-old Mr Pébereau is well placed to take BNP into the private sector, since he did the same with Crédit Commercial de France (CCF) very successfully in 1987. CCF, where



Michel Pébereau: well placed to take BNP into private sector

that may be privatised. Under Mr Thomas' stewardship since 1982, BNP has had a reputation for cautious expansion. This is not expected to change dramatically since Mr Daniel Lebègue, one of the internal candidates to succeed Mr Thomas, is staying on as BNP managing director.

BNP's main foreign venture has been an agreement to co-operate with Dresdner Bank abroad, particularly in eastern Europe, with the French and Germans banks eventually aiming to take 10 per cent holdings in each other. This arrangement was endorsed by Dresdner shareholders last week. BNP shareholders - the French state which holds 72.9 per cent, UAP, the state-owned insurance company which holds 10 per cent and private shareholders who have 17.1 per cent of the bank's equity - are expected to endorse the Dresdner deal at their annual meeting later today.

But BNP privatisation may be too much for the depressed Paris bourse to digest at once. At its current share price, BNP, with a FF1.429bn balance sheet at end-1991, is valued at more than FF140bn. When the Conservatives were last in power in the mid-1980s, their biggest single sell-off was Société Générale for FF12bn.

Mr Charles de Croisset, one of two managing directors, is tipped to be named later today to succeed Mr Pébereau, has done very well since privatisation. It was one of the very few French banks to announce a rise in profit last year, up 7.6 per cent to FF978m (\$181m).

By contrast, BNP announced a 20 per cent drop in profit last year to FF1.17bn. But this was far better than the 1992 performance turned in by Crédit Lyonnais, France's other big state-owned bank, which recorded a FF1.85bn loss, and thus still puts BNP in the forefront of institutions

Whitbread lifted by strong food operations

By Paul Taylor in London

WHITEBREAD, the UK brewing and retailing group, managed to increase full-year pre-tax profits by 18 per cent due to a strong performance from the group's branded restaurants and pub food operations.

Pre-tax profits increased to £251.2m (\$386.8m) in the year to February 27 from £222.1m in the same period last year when profits were reduced by a £37m exceptional charge to cover unusually high bad debts among the group's free trade loans.

Trading profits increased by 2 per cent to £232.6m on turnover which grew by 7 per cent to £2.35bn. Net interest payments increased to £42.3m from £34.8m.

The group recorded an extraordinary charge of £13.9m to cover the net loss on disposals of businesses, investments and industrial properties.

Earnings per share increased to 39.44p from 35.75p and a final dividend of 13p, against 12.4p a year earlier, lifts the full-year payment about 5 per cent to 17.75p.

As expected a revaluation of Whitbread's property portfolio led to a write-down of £55.5m or 22 per cent of book values. Despite the size of the write-down, only £5m was charged to the profit and loss account. The bulk, £57.6m, is regarded as temporary and has therefore been taken from the revaluation reserve. The group's balance sheet remains strong with net borrowings of £399.5m, down from £453.3m last year, equivalent to gearing of 12.3 per cent.

Mr Peter Jarvis, chief executive, said the strongest performance was in Whitbread Inns, the managed pub business, which improved sales, profits and cash flow in the recession.

Profits from the managed retail operations increased by about 13 per cent to £135.7m. The beer division increased its market share to 13.7 per cent from 13.2 per cent. 4 Lex, Page 16; Details, Page 24

also up sharply, so net sales totalled only £4m. Mr Linaker said the high levels of redemptions were a cause for concern. Some of the activity may relate to M&G's investment performance which has suffered during the recession because of its bias towards small to mid-sized companies which have performed poorly.

Sales of life and pensions products declined to £260m from £281m. Mr Linaker said this company had no plans to start a direct sales force for at least the next two to three years.

However, while unit trust sales were up sharply to £232m from £158m, redemptions were

Canny conversion to a new faith

Haig Simonian assesses Silvio Berlusconi's change of heart on listings

THE surprise conversion of Mr Silvio Berlusconi, Italy's media magnate, to the cause of popular share ownership is almost akin to one of the scantly-clad souvenirs on his TV game shows taking holy orders.

Few entrepreneurs have so publicly flaunted their distaste for the stock market and their determination to retain sole stewardship of their companies. Even after winning control in 1991 of the Mondadori publishing group, Mr Berlusconi did nothing to raise his stock market profile.

Mondadori and Standa - Italy's second-biggest retailing group, purchased by Mr Berlusconi's Fininvest holding company in 1988 - are the only listed parts of his empire. In both cases, the listings existed prior to acquisition by Fininvest.

So what explains last week's sudden change of heart, with the decision to list Silvio Berlusconi Editore, a publishing and commercial printing operation, as part of a complex share swap into Mondadori?

The main motive is financial. After the rapid rise in the 1980s and early 1990s, sales soared with the Standa and Mondadori acquisitions, Fininvest is now in what one group director calls a "consolidation phase".

Although it has emerged relatively unscathed from the recession so far, Fininvest is feeling the strains of growth. Net group borrowings grew to £3.05bn (\$2.07bn) at the end of 1992, the latest year for which figures are available. Interest

charges amounted to £500m in 1992. While the group may not be under direct pressure from its bankers to divest, opportunities for further growth via debt-financed acquisitions are starting to look severely restricted.

In essence, the flotation of SBE is linked to an offer to swap SBE shares with those of Mondadori. It will be the preliminary to the placing of a substantial stake in SBE.

Mondadori is Italy's biggest publisher, with a prestigious book list and a stable of leading magazines, including Panorama, Italy's best-selling weekly news magazine. Sales last year rose by 13.9 per cent to £1.800bn, while net profits recovered strongly to £57.1bn from £10.1bn in 1991.

Meanwhile, SBE made net profits of £28.7m on sales of £320m in 1992. The company, which has substantial commercial printing activities, is best known as the publisher of TV Sorrisi e Canzoni, Italy's biggest-selling magazine.

Shareholders in Mondadori will be able to exchange one ordinary share for one share in SBE. The ratio for holders of non-voting savings stock will be four Mondadori shares for three in SBE.

Fininvest already owns almost 70 per cent of Mondadori's ordinary shares and about 60 per cent of the savings stock, which will be swapped into SBE equity. A further 20 per cent of Mondadori's ordinary shares were sold to SBE directly last month.

Outside shareholders in



Berlusconi: financial motives behind decision to list SBE

empire, which made net profits of about £60m on group sales of £11,000bn in 1992.

The first may be RTI, Mr Berlusconi's three highly-successful Italian television channels, packaged together with Fininvest's Videotext film and transmission interests. The second could be Mediolanum, the small insurance group purchased by Fininvest in 1984.

Special reasons could explain the RTI transactions. Trading conditions at RTI, one of the pillars of Mr Berlusconi's financial success, have grown increasingly tough following criticism of its advertising activities.

The principal attacks have focused on RTI's pioneering use of on-screen sponsorship of products on its popular quiz and game shows. The practice has been attacked by competitors and Italy's supervisory authority, which wants to limit the duration of such spots.

The attacks on RTI include a campaign by magazine and newspaper publishers claiming that Fininvest's channels are gaining an unfair slice of the market by undercutting rates. Together, they have put the normally ebullient Mr Berlusconi on the defensive. Taking RTI public via a big flotation could multiply its lobbying power by creating an army of new shareholders.

Mr Berlusconi's seeming conversion to the cause of the stock market may not come from the heart, but he is canny enough for his head to tell him it is the right step in the circumstances.

After the swap, SBE will have about 9 per cent of its shares on the stock market. SBE is then likely to place up to 49 per cent of its total capital in order to raise up to £600bn in fresh funds, based on the offer price for Mondadori shareholders.

The transaction may only be the first sign of a new-found affection for the stock market on Mr Berlusconi's part. Some analysts predict he will eventually list minority stakes in two other parts of his media, retailing and financial services

share sales in the first three months of 1993.

The value of the group's investment portfolio remained virtually unchanged from the year-end at £22.2bn - failing to keep pace with the stock market, which rose by 9 per cent over the same period.

Investor said last year's result benefited from SKr1.31bn in capital gains, whereas there had been no

share sales in the first three months of 1993.

But it also noted a significant downturn at Saab-Scania

and said the company was set to report a loss after financial items in 1993 because of adverse market conditions. Saab-Scania made a loss of SKr92m during the quarter, against a SKr211m profit in the same 1992 period, as sales fell to SKr6.2bn from SKr6.8bn.

A particular casualty of the downturn was Scania Trucks & Buses, where earnings have fallen sharply.

Wallenberg group tumbles into the red

By Christopher Brown-Humes

INVESTOR, the Wallenberg family's key holding company, plunged heavily into the red in the first quarter following a worse performance from Saab-Scania, its wholly-owned vehicle and aerospace unit, and a lack of capital gains.

Investor said last year's result amounted to SKr543m (\$73.8m), compared with a profit of SKr1.15bn in the same 1992 quarter.

The consolidated loss after financial items amounted to

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A particular casualty of the

downturn was Scania Trucks & Buses, where earnings have fallen sharply.

Investor said demand for

Saab-Scania's main commer-

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PC manufacturers launch new-generation range

By Louise Kehoe
in San Francisco

A NEW generation of personal computers, based on Intel's new high-performance Pentium microprocessor, were introduced yesterday by several PC manufacturers.

However, short supplies of the chip are likely to limit sales severely. The Pentium chip is Intel's fifth generation of PC microprocessors. The Silicon Valley company dominates the field.

Its 486 microprocessor is the "brains" inside most current PC models. Intel began shipments of Pentium chips to PC-makers in March, but said supplies would be limited in the current quarter.

Intel said Pentium had 3.1m transistors and would be capable of 112m calculations per second, about five times faster than the 486.

Mr Albert Yu, Intel senior vice-president, said yesterday:

"The Pentium processor enables a whole new class of systems. We expect initial products to be high-end servers, as corporations downsize applications, and high-performance desktops for customers who require increased performance."

Intel expects to ship "hundreds of thousands" of Pentium chips this year and to "cross the 1m mark" in 1994.

Leading the companies offering Pentium PCs are Compaq Computer, with machines ranging from a \$5,000 (\$3,247) desktop computer to network servers priced from \$16,000.

Other PC-makers introducing Pentium systems include AST Research, NEC, NCR, Zenith Data Systems, Dell Computer and Advanced Logic Research. Unisys and Hewlett-Packard are launching Pentium servers.

Notably missing from the companies introducing Pentium PCs was IBM PC, the

largest PC-maker. IBM is expected to wait until the new chip is available in higher volumes before launching products.

Initially, Pentium PCs are expected to appeal to users of advanced applications such as computer-aided design and financial analysis that rely on the performance of the micro-processor "brain" in a PC. Analysts predict it will be about two years before the Pentium chip supplants the 486 in the "mainstream" PC market.

Several PC manufacturers are already offering upgradeable 486 PCs, with a socket to plug in a Pentium microprocessor at a later date. However, the design of Pentium systems is more complex than current PCs because the new chip requires special cooling systems.

This may cause problems in "upgradeable" PCs that are not equipped with specially designed fans, analysts said.

Improved margins lift US toy retailer

By Karen Zagor in New York

TOYS "R" US, the rapidly expanding US toy retailer, yesterday reported a 25 per cent improvement in net earnings for the first quarter of 1993, to \$35.4m, or 12 cents a share.

Analysts predict it will be about

two years before the Pentium chip supplants the 486 in the "mainstream" PC market.

A year earlier, the company posted net profits of \$28.3m, or 10 cents a share. Sales advanced to \$1.29bn in the latest quarter, from \$1.17bn a year earlier.

Mr Charles Lazarus, chairman and chief executive, said comparable toy store sales in the US rose 2 per cent in the quarter, with strong increases in basic toys and video games.

Same-store sales also improved in Spain, Canada and the UK. In Germany and France, however, local economic conditions put pressure on sales and comparable store sales fell.

The company's Kids "R" Us clothing stores had flat store sales in the quarter, but operating earnings rose significantly, reflecting "continued improvement in inventory management and expense control," Mr Lazarus said.

The company plans to open 40 toy stores in the US and 60 stores internationally, including its first stores in Belgium, The Netherlands, Portugal, Switzerland and Australia. It already operates 540 toy stores in the US, as well as 167 international toy stores and 215 clothing stores.

• Landis & Gyr, the electrical engineering group, said its sales fell 4.8 per cent to SFr1.4bn in the six months to March.

New orders were off 12 per cent to SFr1.5bn.

The group, controlled by Mr Stephan Schmidheiny, expects net income for its year ending in September 30, 1993, to be about the same as last year's SFr67.4m, mainly as a result of cost-cutting.

• Tiffany, the New York-based jewellery group, posted a sharp drop in first-quarter net income on modestly-improved sales, reflecting higher operating expenses and consumer caution in the face of weak economies around the world.

Net income for the first three months of 1993 fell to \$1m, or 7 cents a share, from \$3.1m, or 29 cents a year earlier. Sales rose to \$108.5m from \$107.3m.

• Mutual Life took the unusual step for a Canadian insurance company of disclosing solvency ratios in the latest annual

Investor revolt in sleepy Canada

Companies are now listening to shareholders, writes Bernard Simon

ANNUAL meetings of Canadian companies, even the biggest and most troubled ones, are invariably sleepy affairs. Shareholders ask few, if any, questions.

With the exception of a handful of church groups, murmurings of dissent tend to come from grumpy individuals rather than assertive institutional investors. The most satisfying part of a meeting is often the lunch that follows.

Such low-key politeness cuts the style of Canada's notoriously cluaby business establishment. "It's a different system here [from the US]," says Mr Robert Silcox, head of investments at the Ontario Municipal Employees Retirement System (Omers), the country's second-biggest pension fund. "We tend to do things more quietly and behind closed doors."

There is, however, unmistakable evidence that Canadian companies are listening more closely these days to the corporate governance concerns of minority shareholders.

In the past month or two alone, activist shareholders have made some significant headway.

A torrent of criticism surrounding Royal Bank's pending purchase of the operations of troubled Royal Trust has led to the trust's independent directors launching their own review of the deal.

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• Mutual Life took the unusual step for a Canadian insurance company of disclosing solvency ratios in the latest annual

report. Trizec, North America's biggest listed property developer, has promised to boost the number of independent directors on its board, while Trans-Canada Pipelines will soon separate the duties of chairman and chief executive.

Pressure for improved corporate governance is coming from several directions. The financial problems of some of Canada's best-known companies have made many investors restive.

A portfolio manager at one large investment management firm singles out the empire controlled by Messrs Peter and Edward Bronfman, which has frequently been criticised for poor disclosure and for discrimination against minority shareholders.

In particular, the unexpected steep slide in fortunes of Royal Trust, a Bronfman-controlled company, has raised questions about directors' responsibilities and the adequacy of public disclosure.

Despite the low-key way business is done in Canada, the activism of US institutional investors has not gone unnoticed north of the border.

Mr William Mackenzie, partner at Allenvest Group, a Toronto securities firm specialising in representing disgruntled minority shareholders, says more and more clients are taking part in proxy votes aimed at improving corporate governance.

Without such scrutiny, widely-owned companies run a risk which has become apparent in the financial-services sector. No single investor is allowed to own more than 10 per cent of a domestic bank. The result, in the words of Mr David Atkins, a partner of

accountancy firm Coopers & Lybrand in Toronto, is that management is king.

With shareholders wielding little real power, prime responsibility for the governance of financial institutions has passed to government regulators who have laid down some of the strictest rules anywhere.

For instance, audit committees comprised of external directors are now compulsory. All federally-regulated insurance companies must attach actuarial certificates of loss reserves and actuarial liabilities to their financial statements.

Mr Atkins predicts increased pressure from regulators for wider disclosure, and for greater accountability by directors and auditors. Managers of financial institutions are "in a defensive, rather than an assertive mode", he says. "A lot of Canadian management feels that they've had these things imposed on them."

But improvements in Canadian corporate governance are likely to evolve much more slowly than in the US. Furthermore, many institutional investors still sense they have more to lose than to gain by flexing their muscles over corporate governance.

Mr Bob Bertram, senior vice-president for investment at the Ontario Teachers pension fund, mentions the potential consequences of a decision not to invest in companies with non-voting shares.

"When you take a stand on principle, you're going to eliminate an awful lot of investment opportunities," he says.

Sales hit at Swiss arms group

By Ian Rodger in Zurich

OERLIKON Bührle, the Swiss armaments, engineering and retailing group, said sales and orders in the first four months of 1993 were sharply lower than in the same period of last year.

However, Mr Hans Widmer, chairman, forecast that net income this year would be higher than the SFr37m (\$25.3m) recorded last year, as cost-cutting continued.

Oerlikon, which has been subjected by new management to restructuring after six consecutive years of losses up to 1991, said orders in the first four months were 17 per cent lower and sales were 10 per cent lower. The declines were mainly due to delays in incoming orders at its Pilatus light aircraft subsidiary and its Contraves armaments unit.

A controversial SFr250m order from the South African government for 60 Pilatus trainer aircraft has been delayed because of fears the aeroplanes could be used for military purposes.

Mr Widmer said the future of both Pilatus and Contraves was uncertain because of the possibility that the Swiss government would outlaw all weapons exports within the next two years.

He said it was clear the group as a whole "would be hurt" by such a development, but it could finance the contraction out of operating earnings.

Pilatus was hoping to secure its future with the development of a light business model, the PC-12, and by taking over the business of Piper, the bankrupt US aircraft maker. Mr Ernst Thomke, chairman of Pilatus, said the certification of

of the PC-12, expected for this summer, had been delayed because tests showed a need to strengthen its wings.

Mr Beat Baumgartner, Oerlikon finance director, said no dividend could be paid in the current year again because of a SFr67m deficit in the parent company.

The group aimed to eliminate the deficit by the end of 1994.

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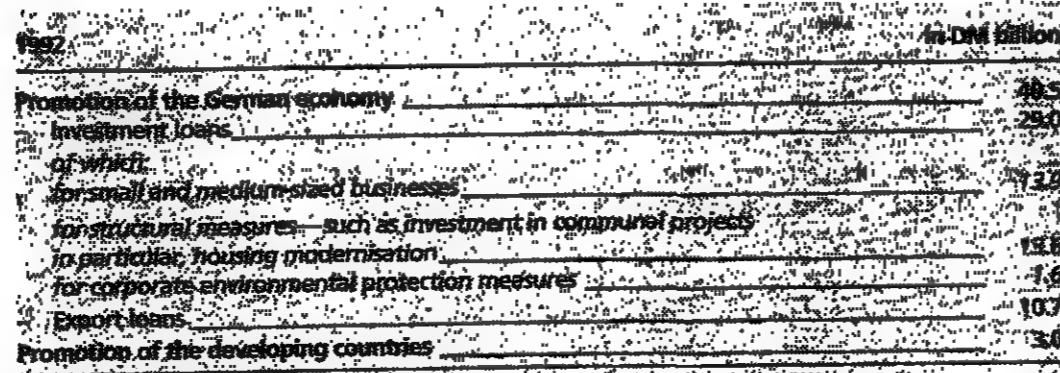
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With new loan commitments for east German projects of DM 23.2 billion, we made an all-out effort in 1992 to boost the economy in the eastern part of our country. To promote economic progress in all of Germany and abroad, we committed funds totalling DM 43.5 billion.



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- Through our loans we have played a substantial part in the creation of a sound small-business sector in eastern Germany.
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- Almost one million flats have already been modernised in eastern Germany using our government-subsidised, low-interest housing modernisation loans.
- We provided a total of DM 11.2 billion for environmental protection, including for housing modernisation and communal investment which has a favorable impact on the environment.
- Finance for exports by east German companies almost doubled at DM 2.9 billion.
- Development aid has focused more strongly on protecting the environment and natural resources as well as fighting poverty by promoting self-help.
- On behalf of the German government we have actively assisted the countries of eastern Europe in introducing market economy structures.

Would you like to learn more about our activities? We shall be pleased to send you a copy of our annual report.

Balance sheet highlights	
(in DM billion)	1992
Total assets	160.5
Total lending	149.8
Borrowed funds	109.2
Bonds and notes issued	65.4
Capital and reserves	4.5
	50.0

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KfW Kreditanstalt für Wiederaufbau

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Bondholders are hereby

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for the seventh period of interest

has been fixed at 3,105 %

The coupon N°7 will be payable

at the rate of USD 1,587,00

on November 17th, 1993

representing 184 days of

interest, covering the period as

from May 17th, 1993 to

November 16th, 1993 inclusive.

The Reference Agent and

Principal Paying Agent

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NOTICE TO THE HOLDERS OF

Map Investment N.V.

(the "Issuer")

3% Participating Bonds

INTRUM JUSTITIA NV

(Registered in Curacao No. 41415)

NOTICE OF ANNUAL GENERAL MEETING

The shareholders of Intrum Justitia NV are hereby given notice that in accordance with a number of bearer shareholders may not have received notification of the Annual General Meeting which was due to take place on Tuesday May 18, 1993. In accordance with the Company's Articles of Incorporation, the Annual General Meeting of Shareholders has been postponed and will now be held on Wednesday June 2, 1993 at 14.00 hours, at Intrum Justitia NV, Chameirokade 3, Willemstad, Curacao, Netherlands Antilles.

The Agenda for this Meeting is the same as that originally scheduled for May 18 and consists of the following items:

1. Report of the Board of Managing Directors on the business of the Company during the fiscal year ended December 31, 1992.
2. Determination of the Balance Sheet and the Profit and Loss Account for the fiscal year ended December 31, 1992.
3. Approval of the interim dividend of 1 pence, paid on November 5, 1992.
4. Declaration of final dividend of 2 pence, payable on June 4, 1993.
5. Reappointment of the present members of the Board of Managing Directors of the Company to serve the Company until the next Annual General Meeting and fixation of the remuneration.
6. Reappointment of the present members of the Board of Supervisory Directors to serve the Company until the next Annual General Meeting.
7. Reappointment of Coopers & Lybrand as auditors of the Company for the current fiscal year and authorization of the Board of Directors to fix its remuneration.
8. To approve the amendment of the Intrum Justitia 1992 Senior Executive Bonus Plan.

For shareholders who did not previously receive the Agenda and financials, these can be obtained at the Registered Office of the Company, Chameirokade 3, Willemstad, Curacao, Netherlands Antilles, tel. 5999657022, fax 5999657543; with The Registrar, The Royal Bank of Scotland, P.O. Box 435, Owen House, 8 Bankhead, Crowsay North, Edinburgh EH11 1XG, Scotland; with the Kredietbank S.A., Luxembourg, 43 Boulevard Royal, L2955 Luxembourg, and with James Coss, The Stock Exchange, 10 Queen Street Place, London EC4R 1BL, United Kingdom.

Shareholders can attend the meeting in person or may be represented at the meeting by proxy. Holders of bearer shares that have not already done so are requested to deposit their shares with a bank and to arrange for the completion and execution of a certificate of deposit which should be sent with the proxy forms and voting instructions so as to be received by The Royal Bank of Scotland at the address above no later than May 28, 1993 at 10.00 hours.

The Royal Bank of Scotland: P.O. Box 437, Owen House, 8 Bankhead Crowsay North, Edinburgh EH11 1XG, Scotland.

All proxies which have previously been registered at The Registrar's office shall remain valid. The Company apologises for any inconvenience the change of date may cause to shareholders.

May 18, 1993

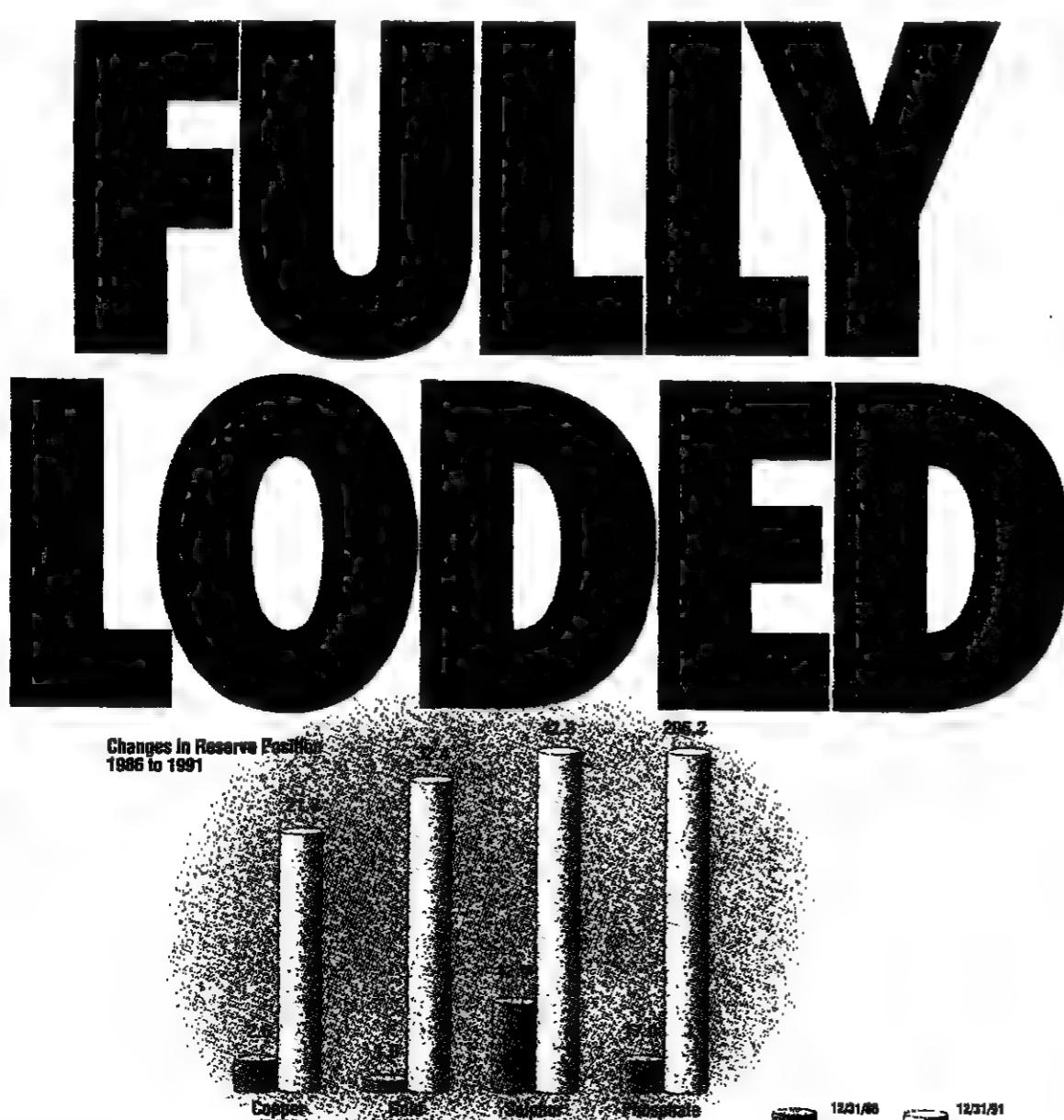
Intrum Justitia NV

POLAND

The FT proposes to publish this survey on June 17 1993. It will be seen by leading international businessmen in 160 countries worldwide. If you would like to promote your company's activities to this important audience, please contact:

Patricia Surridge
in London
Tel: (071) 873 3426
Fax: (071) 873 3438
or
Nina Kowalewska
in Warsaw
Tel: (22) 48 97 87
Fax: (22) 48 97 87

FT SURVEYS



We're a company that finds things. In Indonesia, Freeport-McMoRan discovered the largest single gold reserve and one of the largest copper reserves of any mine in the world. And in the Gulf of Mexico, we recently discovered North America's largest existing Frasch sulphur deposit.

We're a company that successfully manages what we find. Our gold and copper

reserves in Indonesia will last more than 23 years, even as we increase production from 57,000 to 90,000 metric tons of ore per day. Our sulphur reserves will last 30 years or more and firmly enhance our position as the largest integrated and one of the lowest cost producers of phosphate fertilizers in the world.

We're a company focused on growth. Since 1986, we've dramatically increased

reserves in all of our core businesses: copper, gold, sulphur and phosphate rock. Through our exploration successes and timely increases in production capacity, we are providing substantial rewards for our shareholders. We invite you to learn more about Freeport-McMoRan and how we are managing our success.

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For a copy of our Annual Report, FAX your name, company and mailing address to (1 504) 889-8889 or write Freeport-McMoRan Investor Relations, Dept. V-3, P.O. Box 61119, New Orleans, LA 70161, USA

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INTERNATIONAL COMPANY NEWS

Firm Chinese foothold for Pacific Dunlop

PACIFIC Dunlop, the Australian conglomerate, is about to make a substantial leap forward in its China business with the registration of Shanghai-based holding company to be known as Pacific Dunlop Holdings (China).

This would be only the third instance of a foreign company securing Chinese approval to set up such a vehicle to oversee business in China, which, in Pacific Dunlop's case, is growing by leaps and bounds.

Mr Howard McDonald, head of Pacific Dunlop corporate affairs, said his company planned to increase its investment in Asia to about A\$1bn (US\$702m) by the end of the century from the present A\$600m. Much of this additional investment will go to China where the company's current stake is A\$120m.

"Our primary objective is to be a participant in China's growth as well as establishing efficient sourcing for the Australian market for such items as clothing and footwear," said Mr McDonald.

China's powerful Ministry of Foreign Trade has approved the setting up of the Pacific Dunlop holding company.

Final approval, which rests with the local Shanghai municipality, is expected to be a formality.

Pacific Dunlop's investments in China comprise nine factories. These include two cable

increasing exports from Australia as Chinese consumer demand grows for such items as dairy products and French fries.

The company's investment strategy in China dictates that

of the local joint venture. After a year of operation - production began in early 1992 - the factory is producing near capacity at about 2,500km/day of telecommunications cable, and is having no trouble dis-

nomic boom - and a workforce that needs close supervision in the absence of effective local Chinese middle-level management at this early stage.

Olex managers also have to "fly by the seat of their pants" in scheduling production because Chinese consumers like to avoid longer-term contracts, and demand for different types of cable tends to vary almost by the week. "This is a very difficult way to operate a business," observed an expatriate manager.

But in spite of teething problems, Pacific Dunlop clearly regards the cable business as a lucrative growth sector. Apart from its Shenzhen and Tianjin plants, it is planning a third. Olex China also recently opened a representative office in Beijing.

Mr McDonald noted that Pacific Dunlop's China partners is not a financial contribution so much as "on ground" support in selecting staff, securing land for factory construction and, perhaps most importantly, procuring orders.

In the booming Shenzhen economic development zone, Shenzhen Olex Cables, a Pacific Dunlop subsidiary, is a good example of this strategy. Olex's

partners are the China National Posts and Telecommunications Appliances Corporation and the Shenzhen Science and Industry Park Corporation, both of which have 10 per cent

it retain a controlling 51 per cent interest in joint ventures. But, in fact, average shareholding of its China-based enterprises ranges between 60 and 65 per cent.

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partners are the China National Posts and Telecommunications Appliances Corporation and the Shenzhen Science and Industry Park Corporation, both of which have 10 per cent

of the product in the Chinese market where demand is almost insatiable. Annual requirements are estimated at about 10m km of cable which takes traffic in both directions against local production of 7m km.

But the requirement that Olex China, a A\$30m venture, import most of its copper wire coupled with the continuing sharp depreciation of China's currency, the yuan, is squeezing profits in a highly competitive market. South Korea and Taiwan are big suppliers at low prices.

Other challenges facing managers at the Shenzhen plant include intermittent power blackouts - China's overburdened infrastructure has difficulties coping with the eco-

making a determined shift into commercial products, writes Robert Gibbens in Montreal.

"We are not leaving the space business," Mr John MacNaughton, president, told the annual meeting in Toronto, "but we can raise margins significantly by concentrating more on satellite-based communications and remote sensing systems."

This means Spar will move away from the design and manufacture of satellites, robotic and aviation systems, towards integrated communications and information systems, he said. Recent acquisitions were designed to speed the process.

Space-related business will be down to less than 50 per cent of Spar's revenues by 1996.

Spar's first-quarter net profits slipped to C\$2.9m or 22 cents a share, from C\$3m or 28 cents a year earlier, on revenues of C\$116m against C\$104m.

Profits at Argentine telecoms group soar

By John Barham
in Buenos Aires

TELEFONICA de Argentina, the largest of the country's two privatised telephone companies, has unveiled net profits of US\$143.7m for the first half to March 1993 on sales of US\$853m.

This compares with first half net profits of US\$93.7m the year before, on sales of US\$731.4m.

Argentina's telephone system has become hugely profitable following its privatisation in 1990. In the financial year to September 1992, Telefonica earned taxable profits 81 per cent ahead at US\$293.2m on sales 38 per cent up at US\$1.5bn.

Telefonica, controlled and operated by the Spanish Telephone Company de Espana, holds a legal monopoly over services in the southern half of Argentina.

Its smaller rival, Telecom de Argentina, which is controlled and operated by the French and Italian state companies, reported a 172 per cent rise in net profits to US\$150.3m in the year to September 1992, while revenues rose 36 per cent to US\$1.2bn.

Telefonica said it would invest US\$2.5bn over the next three years, after investing US\$1.2bn in the two years since privatisation.

Telefonica de Argentina plans investment of US\$3.3m for the same period.

Telefonica financed 80 per cent of the investment programme out of cash flow and raised the rest from banks and the capital markets. The company is planning a bond issue of US\$1.5bn.

• Telebras, Brazil's state-controlled telecommunications group, has announced first quarter net profits of US\$168.3m, writes Bill Hinchberger in Sao Paulo.

The result surprised most analysts, who expected figures closer to last year's first-quarter profit of \$264.2m. Telebras shares are the most heavily traded on the Sao Paulo Stock Exchange.

COMPANY NEWS IN BRIEF

created opportunities.

Indications of an economic recovery in North America have not yet shown up in the group's new order figures, but orders from Asia continued to grow well. New orders in the first quarter were down 3 per cent from a year earlier but the order backlog at end-March was \$29.4bn, up 11 per cent.

■ THE share capital of Oslobanken, a tiny Oslo-based commercial bank, has been wiped out, according to Norway's

state-backed bank insurance fund, writes Karen Foss from Oslo. The state fund said the operations of Oslobanken are to be gradually wound down between Nkr3bn (\$440m) and Nkr4bn.

However, the depreciation of currencies in countries such as Sweden, where the group has important operations, has

manufacturer, expects to make a pre-tax loss for the year ending in May, 1993 of about DKr18m (\$1m), writes Hilary Barnes from Copenhagen.

The result is better than budgeted and from improved operating earnings, a disposal and improved licence income. The group said rationalisation measures are taking effect and will reduce group costs significantly next year.

■ Spar Aerospace, best known as Canada's space company, is

making a determined shift into commercial products, writes Robert Gibbens in Montreal.

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Undated Floating Rate Primary Capital Notes

Due 1997

Notice is hereby given that the Rate of Interest has been fixed at 3% and that the interest payable on the relevant Interest Payment Date, November 18, 1993 against Coupon No. 34 in respect of U.S.\$10,000 nominal of the Notes will be U.S.\$178.89 and in respect of U.S.\$250,000 nominal of the Notes will be U.S.\$5,472.22.

May 18, 1993, London

By: Citibank, N.A. (Issuer Services), Agent Bank

CITIBANK

FLOATING RATE DEPOSITORY RECEIPTS DUE 1997

Issued by The Law Debenture Trust Corporation plc evidencing entitlement to payment of principal and interest on deposits with

the Bank of Scotland

London Branch

Notice is hereby given that the Rate of Interest for Coupon No. 32 has been fixed at 3.5% pa and that the interest payable on the relevant Interest Payment Date, August 18, 1993 in respect of the U.S.\$10,000 nominal of the Receipts will be U.S.\$89.44 and in respect of U.S.\$250,000 nominal of the Receipts will be U.S.\$2,386.11

May 18, 1993, London

By: Citibank, N.A. (Issuer Services), Agent Bank

CITIBANK

Notice
Republic of Italy

Issue of up to U.S.\$5,650,000,000 5% Notes due 1998

US \$500,000,000

is proposed to be issued as an initial tranche and up to U.S.\$15,000,000,000 pursuant to an Exchange Offer by the Republic of Italy

and

Issue of up to U.S.\$4,000,000,000 6.5% Notes due 2003

pursuant to an Exchange Offer by the Republic of Italy

This notice is issued by the Republic of Italy in connection with the above Exchange Offer. The Exchange Period is extended to 5.00 p.m. (London time) on 2nd June, 1993. The Closing Date remains as 9th June, 1993.

MORGAN STANLEY INTERNATIONAL

Dated 18th May 1993

FT SURVEYS

Appointments

Advertising

Nintendo ponders the threat to its market dominance

Michiyo Nakamoto reports from Tokyo on an uncertain future for Japan's third-largest profits earner

THE sparsely-furnished head office of Nintendo in the traditional capital city of Kyoto belies the success of Japan's third-largest profit earner.

There is nothing about the drab walls that line the corridors or the nondescript furniture that sits in otherwise bare meeting rooms that gives even a hint of the wealth the Japanese video games manufacturer has generated.

This austere seems characteristic of Nintendo's approach to business.

While the company is likely to have surpassed Matsushita, the world's largest consumer electronics manufacturer, in terms of profits, it operates with just 892 staff in Japan, compared with about 150,000 at Matsushita. Nintendo is also sparing in its product range.

While its main competitor Sega is busy launching a new advanced games machine, Nintendo has chosen to stay with its latest generation machine, which it believes has more potential for generating profits.

It has a strategy of keeping costs and risk to a minimum by subcontracting all manufacturing apart from some assembly work and testing.

This lean, mean strategy has yielded enviable results.

NRI, the research arm of Nomura Securities, forecasts Nintendo will report non-consolidated pre-tax profits of Y167bn (\$1.5bn), up 7 per cent from Y156bn in 1991, when it announces its results this month. The figure beats the Y162bn forecast for the year by Matsushita.

Sharp improvement at Bangkok Bank

By William Barnes in Bangkok

BANGKOK Bank, Asia's largest regional bank outside Japan, reported a jump in first-quarter net profits to Bt2.7bn (\$450m) from Bt2.4bn in 1992.

Analysts in Bangkok said that although the figures included extraordinary gains, notably from the Bt100m sale of land on the Chao Phraya river in Bangkok, the bank's forecast of a 20 per cent profits growth this year looks easily achievable.

Net profits in 1992 rose to Bt10.54bn from Bt7.3bn in 1991.

In spite of increased competition and an economic slowdown the Bangkok Bank continues to benefit from a wide spread between deposit and lending interest rates and its dominance in corporate lending.

The bank accounts for around a quarter of total deposits in Thailand. The spread between what it charges prime borrowers and its six-month savings rate is now 3.75 per cent.

First-quarter outstanding loans totalled Bt399bn in the

Profit per employee comes to roughly Y187m. And although Nintendo expects capital expenditure for the year to be about Y16bn, it also has a cash pile of Y229bn or 58 per cent of total assets.

It has built up a formidable presence in its home market, where it controls about 95 per cent of the market by its own estimates and overseas.

For a company that used to derive most of its income from selling playing cards, that is a remarkable achievement.

While a low-cost structure helps, a better clue to Nintendo's prosperity may lie in the formula for success it used in generating profits from playing cards for nearly 100 years since it was founded by the great-grandfather of Mr Hiroshi Yamauchi, Nintendo's president, in 1889.

What Nintendo learnt in the card business was that entertainment value, or software, is what differentiates one set of playing cards from another.

For example, by introducing cards with Disney characters on them, Nintendo was able to create high demand among Japanese children. It has taken a similar approach to its electronic games business.

Nintendo relies for the bulk of its revenues on just three money-spinning machines: the Nintendo Entertainment System, the portable Game Boy and the 16-bit Super NES, and their software.

The reason why the company has done so well is because its software is so much more entertaining than that of other video games manufacturers.



Games Wars: Sega has won about 40 per cent of the market in the US and Europe

ers, says Mr Tokio Sotani, managing director.

Nintendo's obsessive concern with software quality has led it to keep tight control over the production of the software cartridges even though it has more than 100 outside software producers writing games for it in addition to its in-house software staff of 150.

Mr Sotani is confident that as long as there are attractive games to play the popularity of video games will not wane.

However, the future may not be so certain for Nintendo. Recently it has had to com-

bat a wave of bad publicity when it was discovered that excessive use of video games machines could trigger fits among people with a certain type of epilepsy. More worrying is the growing success of Sega, its arch rival.

Overseas, Sega has won about 40 per cent of the market in both the US and Europe. Sega beat Nintendo to the market with a games machine using CD-ROM discs which can store far more information than conventional cartridges.

Sega has taken the lead in bringing games software directly into the home by tying up with Time Warner and TCI, two of the largest US cable television companies, to provide Sega video games on cable television.

Other competitors, including large consumer electronics companies such as Matsushita, are piling into the video games market with product launches expected this year.

"Competition is getting a bit tougher. But I haven't seen anything from Nintendo that shows that they have done something to adapt to the new environment," says Mr Jeff

Camp, industry analyst at Jardine Fleming.

Nintendo has yet to reveal plans for introducing CD-ROM games machines or how it would act on its stated intention to use satellite broadcasting to bring games into homes.

Nintendo's response to suggestions that it has been slow to adapt to a changing market is outright contempt for competitors who rush to bring new products to the market that neither consumers, nor they themselves, may be ready for.

"We will not bring out CD-ROM until software producers are sufficiently satisfied that they have come up with software that is truly different," says Mr Sotani.

However, even Nintendo accepts that it faces a challenge.

"I believe 1994 will be a turning point," says Mr Hiroshi Imanishi, general manager of the general affairs department.

Although outwardly confident of the company's ability to maintain its market dominance in Japan, Nintendo managers are aware that the tide could turn in the years ahead.

The nature of the video games market, according to Mr Yoshiyuki Kinoshita, industry analyst at NRI, is that changes in market share come when there is a shift to the next generation technology.

Such a shift to multi-media technology has begun with the use of CD-ROM. Depending on which company is able to make the most of the new technology, even Nintendo's total dominance in Japan could be challenged.

Sony music unit gains 39.7% as home sales grow

By Wayne Aponte in Tokyo

SONY Music Entertainment (SME), a core unit of the Sony group's domestic software business, saw a 39.7 per cent increase in profits for the fiscal year to March.

Pre-tax profits of the parent company rose to Y2.4bn (\$202m) from a year earlier, while sales grew by 8.4 per cent to 100bn.

Sales are expected to decrease by 10.3 per cent to 97bn this year.

● Japanese life and non-life insurers, which announce their 1992-93 results next month, will disclose problem loans for the first time, although on a much smaller scale than those of Japanese banks, for the year 1992-93, Reuter reports from Tokyo.

Nippon Life Insurance, Japan's biggest life insurer, said it may have about Y20bn (\$18bn) in problem loans at end-March 1993, or about 0.2 per cent of loans then outstanding.

Of these, Y5bn were in bad loans to clients who had gone bankrupt and Y15bn in non-performing loans on which interest payments were in arrears for six months or more.

The five big insurers, including Dai-ichi Mutual Life, Sumitomo Life, and Nippon Life, each appear to have problem loans totalling less than Y50bn.

Pre-tax profits dropped by

San Miguel lifted by lower costs

LOWER interest charges enabled San Miguel, the Philippine food and beverage conglomerate to lift first-quarter profits to 517m pesos (\$52.4m), Reuter reports from Manila.

The 1993 first-quarter income was about 5 per cent higher than its year ago level of 509m pesos, the company said.

Consolidated net sales firmed slightly to 18.6bn pesos from 18.4bn pesos.

The company said a 34 per cent drop in interest costs as a result of declining interest rates helped it post higher profit in spite of lower income from operations. It was helped by an increased contribution from affiliates, particularly Nestle Philippines.

San Miguel's income from operations eased 13 per cent to 1.5bn pesos in January to March largely as a result of a decline in sales volumes because of the effects of severe power shortages on the economy.

The company said improved operating efficiencies, particularly in beer and soft drinks, cushioned the drop in sales volume.

FINANCIAL STATEMENT '92: A SHOW OF STRENGTH.



Highlights of a successful year: DM 214.1 billion consolidated balance sheet total (+15.6 per cent), DM 73.7 billion own bonds sold (+14.5 per cent), DM 129.0 billion total lendings (+9.8 per cent), DM 99.1 billion total liabilities (+16.1 per cent), DM 5.0 billion equity (+18.3 per cent), DM 350 million allocated to reserves, 7 per cent dividend.

Bayerische Landesbank, Briener Strasse 20, D-8000 München 2.

Bayerische Landesbank

Berlin, Bonn, Budapest, Chemnitz, Dresden, Düsseldorf, Erfurt, Essen, Frankfurt, Hamburg, Hong Kong, Johannesburg, Leipzig, London, Luxembourg, Milan, New York, Nuremberg, Paris, Singapore, Stuttgart, Tokyo, Toronto, Vienna, Zurich.

IRI

ISTITUTO PER LA RICOSTRUZIONE INDUSTRIALE (IRI) S.p.A.
Sede in Roma 00197 - Via Vittorio Veneto, 59
Capitale sociale L. 1.473.778.158.000 - Trib. di Roma n. 0056562

**Suspension of the right to exercise
IRI-STET 1992-1996 Warrants
(ISIN: IT0001002200)**

for the purchase of STET Ordinary shares from IRI

Holders of IRI-STET 1992-1996 warrants are informed that, in accordance with point 2, letter C, of the regulations, the right to exercise the warrants for the purchase of STET Ordinary shares will be suspended from 21 May to 18 June 1993 due to the general meeting of shareholders, scheduled for 3rd June and in expectation of the payment of the dividend.

**Suspension of the right to exercise
IRI-STET 1991-1994 Warrants
IRI-STET 1992-1994 Warrants
(SAME ISIN: IT0000078060)**

for the purchase of STET Savings shares from IRI

Holders of IRI-STET 1991-1994 warrants and IRI-STET 1992-1994 warrants are informed that, in accordance with point 2, letter C, of the regulations, the right to exercise the warrants for the purchase of STET Savings shares will be suspended from 27 May to 18 June 1993 in expectation of the payment of the dividend.

Rome, 18 May 1993

Wells Fargo & Company

US\$200,000,000
Floating rate subordinated capital notes due 1998

In accordance with the provisions of the notes, notice is hereby given that for the interest period 18 May 1993 to 18 August 1993 the Notes will carry an interest rate of 3.375% per annum. Interest payable on the relevant interest payment date 18 August 1993 will amount to US\$66.25 per US\$10,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

**J.P. Morgan & Co.
Incorporated**

US\$200,000,000
Subordinated floating rate notes due August 2002

In accordance with the provisions of the notes, notice is hereby given that for the interest period 18 May 1993 to 18 August 1993 the notes will carry an interest rate of 5% per annum. Interest payable on the relevant interest payment date 18 August 1993 will amount to US\$63.89 per US\$5,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

FIRST CHICAGO CORPORATION
US\$200,000,000 FLOATING RATE
SUBORDINATED CAPITAL NOTES DUE 1997

Notice of Rate of Interest

Notice is hereby given that the rate of interest on the Floating Rate Subordinated Capital Notes due 1997 (the "Notes") issued by First Chicago Corporation for the interest period commencing 18 May 1993 and ending 18th August 1993 has been determined to be 5% per cent per annum. The interest payment date for such interest period is 18th August 1993. The interest amount, i.e. the amount of interest payable in respect of each US\$10,000 principal amount of Notes, for such interest period is US\$154.17.

CHEMICAL

INTERNATIONAL CAPITAL MARKETS

Rally continues in Europe ahead of Danish vote

By Sara Webb in London and
Patrick Harverson in New York

EUROPE'S high-yielding government bond markets continued to rally on expectations that Denmark will vote in favour of the Maastricht treaty and thereby help to revive moves towards economic and monetary convergence in Europe.

Bond market participants said some investors were adopting a "wait-and-see"

GOVERNMENT BONDS

strategy ahead of today's Danish referendum, and the Bundesbank Council's meeting tomorrow.

The Spanish government bond market continued to rally following last Thursday's devolution of the peseta and Friday's interest rate cuts.

The Bank of Spain lowered its money market overnight rate from 12.77 per cent yesterday, raising hopes of further cuts in the central bank's key interest rate.

The Madrid contract quoted on the Spanish futures exchange jumped from 57.79 to 58.43, and in the cash market, five-year bonds slightly outperformed the 10-year area, lifted by healthy foreign investor buying. The 10-year, 10.90 per cent bond yielded 10.98 per

cent against 11.11 per cent at the previous close.

■ ITALIAN government bonds rallied on a combination of convergence hopes, expectations of good inflation figures, and a favourable L1.500bn bond auction.

The Liffe futures contract rose from 88.39 to 88.65 as net yields fell at yesterday's 10-year BTP auction from 11.08 per cent to 10.71 per cent.

The tranche of March 1, 2003 BTPs, paying a coupon of 11.50 per cent, were assigned at a price of 97.45, compared with 95.30 at the previous tranche of the paper on May 3.

■ THE ECU bond market closed about a quarter point higher on positioning ahead of Denmark's Maastricht vote. Analysts said theoretical Ecu bond yields were already approaching 30 basis points below the actual composite yield as the market discounted a Yes vote.

■ ACTIVITY in the German bond market was muted ahead of today's Danish referendum and German revo result, and tomorrow's Bundesbank council meeting, dealers said.

The Liffe bond futures contract traded down from its high of 94.78 to a low of 94.54 before short-covering helped to push the contract up to 94.72 by late afternoon.

Dealers warned that a Dan-

ish vote in favour of European economic and monetary union would probably prompt further switching out of bonds and into the higher-yielding European bond markets.

■ FRENCH government bonds made small gains, outperforming the German market with the result that yield spreads narrowed even further - from 39 basis points to 37 basis points in the 10-year area.

On the Matif futures exchange in Paris, the June bond futures contract ended at 117.44, up 0.10.

■ THE UK government bond market opened on a weak note but rallied later to make up most of Friday's losses.

The gilt market lost half a point on Friday, with prices pulled down by the Bank of England's auction announcement. The Bank plans to auction stock in the 10 to 15-year area, and further details of the specific stock, coupon and

FT FIXED INTEREST INDICES

	May 17	May 14	May 13	May 12	May 11	May 10	Yr ago	High	Low	Yield
Govt Bonds (0)	94.03	94.71	94.85	94.92	94.98	95.04	93.28			
Govt Interest (0)	110.67	110.52	110.56	110.62	110.67	110.63	108.67			
Stock 100 Government Bonds (0) 15100000 Fixed Interest 15028										
For 1993, Government Securities High since completion: 127.40 (9/1/93), low 48.18 (7/1/93)										
Fixed Interest High since completion: 133.83 (6/1/93), low 50.53 (6/1/93)										

* SE activity index 10/26/2/12/94

GILT EDGED ACTIVITY

Indices* May 14 May 13 May 12 May 11 May 10

Govt Edged Bonds 92.4 88.5 90.4 110.2 97.3

5% Average 97.5 101.3 99.4 102.4 102.4

* SE activity index 10/26/2/12/94

BENCHMARK GOVERNMENT BONDS

Red Coupon Date Price Change Yield Week ago Month ago

AUSTRALIA 8.500 05/03 112.0017 -0.005 7.58 7.52 7.45

BELGIUM 8.000 03/03 110.7500 +0.050 7.42 7.48 7.80

CANADA * 7.250 05/03 109.7500 +0.020 7.72 7.31 7.31

DENMARK 8.000 05/03 103.3750 -0.025 7.51 7.77 7.98

FRANCE 8.000 05/06 103.5786 -0.053 6.94 6.72 6.84

IRELAND 8.000 04/03 108.5000 -0.080 7.12 7.20 7.07

GERMANY 6.75 04/03 99.7759 -0.060 6.78 6.80 6.54

ITALY 11.500 03/03 98.7250 -0.245 12.24 12.58 13.11

JAPAN No 110 4.000 04/00 101.7738 -0.080 4.43 4.22 4.20

No 143 6.500 03/02 105.9241 -0.020 6.82 6.86 6.50

NETHERLANDS 7.000 02/03 102.5500 -0.100 6.82 6.86 6.50

SPAIN 11.200 05/02 95.2268 +0.163 11.13 11.51 11.44

UK Gilts 7.250 03/03 100.15 -0.022 7.53 7.07 7.00

US 8.000 10/06 95.90 -0.020 8.11 8.06 7.83

US Treasury * 6.250 02/03 101.20 -0.020 6.02 5.91 5.88

ECU (French Govt) 7.725 02/03 103.5000 -0.040 6.85 6.85 6.54

London clearing: *Denotes New York margin session Yield: Local market standard + Gross annual yield (including withholding tax at 12.5 per cent paid by non-residents). Technical Data: ATLAS Price Sources

Bankers Trust vice chairman to retire

By Patrick Harverson
in New York

groups was reduced to five, a move which led to the departure of two managing directors, from the private banking and information services area. Then yesterday, Bankers Trust announced that the Global Assets and the investment management groups would be consolidated with the funds management division into a new group called Global Investment Management.

Although Mr Lesser remained in charge of the cash management, securities processing and investment management operations (known collectively as Profitco) run by Mr Lesser was reoriented towards customers, not products. Originally, the reorganisation involved setting up seven client groups, under the new name of Global Assets.

That reorganisation, however, ran into early problems. The number of customer

market makers cut service to other dealers

By Tracy Corrigan
By Laurie Morse in Chicago

TWO leading players in the LDC debt market have stopped making a market to other market makers, citing excessive inter-dealer activity in the sector by comparison with other markets.

Merrill Lynch and ING New York both said they would continue making markets to clients.

"We did not feel it was a necessary function any more," said Mr Scott Gordon, chief trader at ING in New York. Instead, the New York office will concentrate on managing its own portfolio and trading with investors. The London office will continue a full market-making service.

Merrill said it would continue making a market to a narrow selection of other market makers, but would "focus more on customer flows". The decision affects trading in London and New York. According to traders, there are about 10 market makers in the sector.

The CME and the Nymex are, respectively, the second and third-largest futures exchanges in the US, after the Chicago Board of Trade.

Market makers cut service to other dealers

By Tracy Corrigan

THE Chicago and New York Mercantile Exchanges have agreed to develop a \$15m software project to upgrade and standardise their trade-clearing systems.

The project, which stops short of common clearing for the two exchanges, will produce a state-of-the-art system that the exchanges hope will become a standard throughout the world in the futures industry.

The planned system will, for the first time, allow each exchange to back up the others' operations in the event of a calamity, a feature that has become more urgent in the wake of the Chicago flood in 1992 and the World Trade Center bombing in February. Both disasters disrupted US futures trading.

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US exchanges in clearing software project

By Laurie Morse in Chicago

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Market makers cut service to other dealers



1949. Saab was first in its first rally with its first car.

1963. Saab was first with diagonally-linked dual-circuit brakes.

1980. Saab was first to introduce an electronically-managed turbo engine.

1982. Saab was first with asbestos-free brakes.

1985. Saab was first with a direct-ignition system.

1991. Saab was first with CFC-free air-conditioning.

1992. Saab was first to make catalysts and asbestos-free ABS standard across the range in the UK.

IF BEING FIRST AWAY FROM THE LIGHTS WAS OUR ONLY PRIORITY, WE'D HAVE RESTED ON OUR LAURELS YEARS AGO.

1963. Saab was first with passenger seat head restraints.

1971. Saab was first with a headlamp wash/wipe system.

1972. Saab was first with self-repairing, impact-absorbing bumpers.

1977. Saab was first to turbo-charge a series-produced car.

1978. Saab was first with a pollen-fine ventilation air filter system.

1993. Saab is first with Trionic, an engine management system that can actually clean city air.

(You could say a Saab is second to none.)



To SAAB Information Centre, Freepost WC4524, London WC2H 9BR. Please send details of the: 900 from £13,995 9000CD (saloon) from £17,245 9000CS (5-door) from £17,495

Name _____ Address _____ Postcode _____

Present car make & model _____ Year of reg _____ Age if under 18 _____ Attach your business card or phone 0800 626556.



SAAB

COMPANY NEWS: UK

Spurs forced to issue statement on profits

By Jane Fuller

TOTTENHAM Hotspur, the north London football club, was forced to put out a profit statement yesterday after Mr Terry Venables, who is fighting to keep his job as chief executive, broadcast a profit forecast on BBC Grandstand on Saturday.

Mr Venables made the unauthorised forecast of £5m profit during the BBC's coverage of the FA Cup final at Wembley. The drama of his sacking and reinstatement on Friday has provoked as much excitement as the 1-1 clash between Arsenal and Sheffield Wednesday.

With Tottenham's share price rising from 89p to 103p yesterday, the board headed by Mr Alan Sugar, who wants Mr Venables out, announced that the pre-tax profits amounted to about £4m for the 10 months to

March 31. It made clear that Mr Venables' statement was "without the board's approval".

Mr Venables' method of giving out price-sensitive information jars with stock exchange rules about making such announcements to the market as a whole.

The £5m figure for Spurs' financial year to May 31 was in line with a forecast by its broker, Carr Kitec & Aitken.

The other factor driving up the share price yesterday was speculation about the amount Mr Sugar, who owns 48 per cent of the shares, was prepared to pay Mr Venables for his 22 per cent stake.

Mr Sugar has offered to match what Mr Venables paid for the shares. Confusing reports on this led to some market speculation that the figure might be as high as 125p a share.

Mr Venables, who described the offer as derisory, paid 75p for about 2.9m shares when he and Mr Sugar took control of the club in mid-1991.

He later converted an £800,000 loan to the club into about 640,000 shares as part of a £7m rescue rights issue, at 125p a share, which was underwritten by Mr Sugar.

According to these figures, the average price Mr Venables paid was 85p, which is less than Friday's closing price.

Mr Venables also borrowed most of the £3m he has invested, leaving him with a loss on his financing costs.

In broadcasting the £5m forecast, he also drew attention to the low p/e ratio on which Tottenham was trading - little more than three times at 89p. This rises to more than 8 times if about £2m gains from player sales, notably Paul Gascoigne, are deducted from the forecast.



With or without Sugar? Terry Venables in his office yesterday following the drama of his sacking and reinstatement on Friday

£2m exceptional charges push Hartons further into the red

By Catherine Milton

LOSSES at Hartons Group, the distributor of semi-finished plastics, deepened from £5.36m to £6.25m in 1992.

The directors continue to defer the declaration of a preference dividend. Losses per share were 8.5p (6.1p).

Pre-tax losses on continuing operations were £2.52m (£1.86m) after net exceptional costs of £45,000 (£86,000).

There were exceptional charges of £2m (£1.2m). Some £1.8m related to goodwill in the consideration for a loss-making Spanish subsidiary,

which was previously written off on an acquisition. The goodwill had to be shown as Hartons' holding in the subsidiary was reduced to 26 per cent since the year end.

The company said Spanish labour law made the alternative of re-organising the subsidiary expensive and difficult.

Net interest charges were £2.57m (£2.98m). Borrowings stood at £11m (£14.8m) at the year end and the group is committed to reducing them.

The directors said the results were disappointing but concealed a significant improvement in the underlying posi-

tion of the group in a harsh economic climate, which deteriorated in this period in continental Europe.

Restructured UK operations achieved an operating profit of £84,000 (losses £1m).

The French subsidiary, also restructured, incurred an operating loss of £500,000 (profit £30,000) after underlying turnover down 20 per cent. The company disposed of its resin business in June, which made about a third of turnover.

The Benelux operations made £100,000 (£90,000) at the operating level on turnover up 39 per cent.

Division shares off to good start with 96p close

By Gary Evans

SHARES in Division Group yesterday got off to a flying start with the price touching 107p, as dealings began following a placing at 40p per share. After opening at 75p, the shares closed the day at 96p.

Henry Cooke Lumunden, the Manchester stockbroker, placed 15.4m shares in Division, which makes "virtual reality" software and hardware for professional users, with 20 institutional investors and 480 private investors.

Market makers received 6 per cent of the issue, about 77,000, and the 20 institutions

70 per cent.

Division, established in 1989, has developed a complete virtual reality system, suitable for a wide variety of applications, where the ability to operate in three dimensions rather than the conventional two-dimensional systems which have been around for some years.

Sales have been made in Japan, north America and throughout Europe.

In its last full trading year, Division incurred a loss of £100,000 on £1m turnover and in the five months to March 1993 made a small profit of £18,000 on sales of £746,000.

Sterling decline boosts BIT

OVER THE year ended March 31 1993 British Investment Trust has seen its net asset value rise by 20.7 per cent, principally from the effect on the stock market levels of the fall in the value of sterling in the second half.

The value per share was up from an adjusted 164p to 188p. Ordinary shareholders' funds stood at £616.5m, compared with £512.4m.

On the income side, the contribution from investments fell to £24.4m (£26m) while interest and other income rose to £1.5m (£1.5m). Some of the companies within the portfolio cut their dividends and there was a decline on the UK side for the first time in many years.

With the outlook for income remaining uncertain in the current year, the directors have decided to maintain the 16p dividend at 16p for 1993-94; the final payment is 2.6p.

Revenue attributable to ordinary holders was £13.48m compared with £13.42m for earnings of 4.48p (adjusted 4.34p) per share.

As usual net revenue for the

£1m loss at Ryan Hotels

Ryan HOTELS results for the 15 months to January 31 revealed that the group incurred pre-tax losses of £1.1m (£1.09m) against a profit of £287.6m (£258,000) for the year to October 31 1991. Turnover for the 15 months amounted to £25.3m (£21.4m for year).

Mr Conor McCarthy, chairman, said that as the additional three months, November to January, is traditionally the most difficult trading quarter, the loss before interest for that period of £12.78m was encouraging. Interest charges for the 15 months were £23.35m (£21.72m).

Losses per share amounted to 2p (1.1p) and a final dividend of 0.6p makes a total of 1p (same for year).

The group, which provides insurance, pension and financial planning services, is raising the dividend by 88 per cent; the final is 3.3p for a total of 5.3p (3.2p). Earnings per share worked through at 12.5p (10.1p), a rise of 27 per cent.

Turnover totalled £6.4m (£5.86m), operating profit came to £906,000 (£832,000) and the pre-tax balance was £1.06m (£216,000).

The directors said the results were achieved despite the recessionary climate and compared favourably with competitors.

F&C Eurotrust net assets rise

Foreign & Colonial Eurotrust net assets were £192.6p at March 31, compared with 167.5p a year earlier. At September 30 the figure had been 161.5p.

As usual net revenue for the

Berry Birch rises 30% to £1.06m

BERRY BIRCH & Noble lifted pre-tax profit by 30 per cent in the year ended January 31 1993, and results in the current year show that growth is being maintained.

The group, which provides insurance, pension and financial planning services, is raising the dividend by 88 per cent; the final is 3.3p for a total of 5.3p (3.2p). Earnings per share worked through at 12.5p (10.1p), a rise of 27 per cent.

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The directors said the results were achieved despite the recessionary climate and compared favourably with competitors.

Regent at 15p premium

IN THEIR first day's trading under a full market listing, shares in Regent Insure opened at 149p and touched 151p before closing at 150p, a premium of 15p on the 135p issue price.

Also, at the close of the accompanying open offer on May 15, valid acceptances from shareholders had been received in respect of 1.91m new ordi-

nary shares, or 45.8 per cent of the 4.88m shares available under the offer.

Regent currently operates 38 non-themed public houses in London and the home counties and plans to expand to about 80 in the next five years.

In 1991-92 pre-tax profits were £974,000 (£512,000) and the group has forecast some £1.31m in the current year.

six months to the end of March showed a loss of £371,000 (£214,000). Most European companies pay their dividends in the summer. Losses per share were 6.63p (3.19p).

Temptation of a safe, but undynamic investment

Michael Smith looks at Northern Ireland Electricity, whose pathfinder prospectus is published today

IMAGINE a company which was guaranteed fixed revenues on the bulk of its most profitable business, regardless of whether sales volumes went up or down. Investors looking for a safe, if undynamic, home for their funds would be sorely tempted to buy into it.

Next month they will be given the opportunity when the government sells off Northern Ireland Electricity, the last non-nuclear power company to remain in the UK public sector, for between £300m and £400m.

The guarantee of income stems from a regulatory regime which is among several factors setting NIE apart from the other electricity companies in the United Kingdom.

The differences - good and bad - will come under close examination in the next week or so as the move than 400,000 people and institutions who have registered an interest in the flotation decide whether to buy shares. A pathfinder prospectus on the sale will be published today.

Northern Ireland Electricity is the province's state electricity company following the disposal last year of four power stations to trade buyers for about £350m.

Like the 12 regional electricity companies (recs) in England and Wales it enjoys a monopoly to distribute power in the area it serves.

Unlike them, it also transmits the power, a function that in England and Wales is undertaken by the National Grid. In theory NIE could face more competition than the recs in supplying electricity - that is buying it from generators and selling it on - but so far only one company, Northern Electric, has applied for a supply licence. NIE's penetration among the prov-

ince's 1.5m population is much more limited than is that of the regional companies in England and Wales because oil and coal supply 81 per cent of the fuels market. This gives the company headroom for volume expansion, particularly as there is as yet no competition from gas and the population is relatively young and consumer goods oriented.

But the most significant difference between NIE and the regional electricity companies is in the way they are regulated. The Northern Ireland electricity system is not linked to that in Great Britain, or indeed the Irish Republic, and it is regulated separately.

Whereas the recs are negotiating with Ofgem, their regulator, on changes to rules influencing supply profits and will soon discuss the more lucrative distribution business, NIE's formulae for the next four years are already established.

Dr Patrick Haren, chief executive, says this gives NIE more certainty. "We are further down the track," he says, pointing to the widespread belief that the reviews in England and Wales will follow examples set in the NIE regulation.

He adds: "We have to be vigorous about cost management."

Exceeds expectations NIE must reduce prices in the following year, but if volume growth falls short NIE can increase tariffs.

The effect is a highly secure revenue stream. Although this provides stability, it limits the advantages accruing from stronger volume growth than on the mainland. In addition it may take away an incentive for management to market aggressively, skills which may be needed later in the decade if British Gas decides to compete in the market on completion of a pipeline from the mainland.

Dr Haren says the advantage of the regulatory regime is that NIE must concentrate on costs to generate increased profits in transmission and distribution. "Recs can allow the economy to drive volume sales and profits. We have to be vigorous about the more rigorous practices of the private sector."

The City believes that Dr Haren is well qualified to lead the management in this period of change. Still only 42, he joined NIE from the Electricity Supply Board in Eire where he started as an engineer, but later switched to

finance. Generally, the management at NIE is perceived as well balanced in age and experience. "They may not set the world alight but they are comparable with that at most recs and better than some," says one analyst.

In spite of inherent advantages they have at NIE, managers face two main challenges, one resulting from high capital expenditure needed over the next few years, the other from the political problems in Northern Ireland.

Problems associated with terrorism can be exaggerated. As Hoare Govett points out, the government practice is to replace assets in Northern Ireland which are damaged through terrorism. None the less terrorism has been and remains a threat; the headquarters of the NIE was bombed in the 1970s and the interconnector with Eire was severed following terrorist action.

Even if any attack on NIE had no impact on NIE's finances, it would be unlikely to leave the share price unscathed.

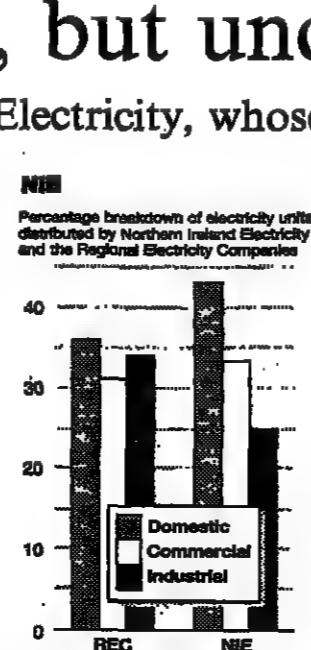
The other inherent problem at NIE stems from the province's remoteness and the age of the transmission system, half of which dates from the 1950s or earlier. NIE is likely to have to pay £100m for an interconnector to Scotland which is planned for mid-1990s.

Even without allowing for interconnector costs, Hoare Govett estimates capital expenditure to rise to £125m by 1996-7 from last year's £75m and Barclays de Zoete Wedd, NIE's financial adviser, says gearing could reach 65 per cent by 1996-7.

However, Hoare Govett believes real dividend growth should be similar to the recs in the long term.



Patrick Haren: we have to be vigorous about cost management



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Whitbread turns to eating out in quest for growth

By Paul Taylor

WHILE some of the UK brewers have been chasing volume to offset flat or declining beer sales, Whitbread has been looking elsewhere for its growth.

As yesterday's results highlight, the UK's fourth largest brewer is increasingly concentrating on its managed retail business, which includes Whitbread Inns, Beefeater, Pizza Hut and TGI Friday's restaurants chains as well as the expanded Thresher's high street off-licence business.

This is no accident. There is excess capacity in the brewing sector, margins are benefiting margins. TGI Friday's also benefited from emerging economies of scale as sales grew by 15 per cent and profits more than doubled.

The other star performer in the division was Thresher. Following the acquisition of Peter Dominic from Grand Metropolitan last year Thresher now has 1,600 shops and is the leader in the £5bn-a-year home drinks market.

Hams beef up burger bars

NO-ONE ever lost the good taste of a burger eater, so there is some reason for Mr Robert Earl's quiet confidence that the London branch of his latest Planet Hollywood theme restaurant, which opened yesterday, will outstrip the success of the Hard Rock Café chain he helped build.

The four Planet Hollywood outlets sell burgers against a backdrop of movie clips, loud theme tunes, and other mementos including Charlie Chaplin's cane, Rocky's motorcycle and Judy Garland's dress from the Wizard of Oz. The Hard Rock Cafés feature rock memorabilia.

Mr Earl, 41, and partner Mr Keith Barish, the film producer, have put up most of the \$40m cash behind the Planet Hollywood chain. Mr Sylvester Stallone, Mr Arnold Schwarzenegger and Mr Bruce Willis, the actors, are minority backers.

This, with the recent injection of Mr Earl's four other London restaurants into the Pelican Group and his seat on its board, marks his return to British business after five years in the US.

Theme food has become popular as punters drink less and must be tempted to eat more. Mr Earl expects the London Planet Hollywood, the fourth in the chain, will gross \$15m a year. This he says would be about \$3m more than the out-fit he sees as his main competition - the Hard Rock Café,

TGI Friday's and Terence Conran's Quaglino's.

He is considering flotation: "I miss the Stock Exchange, I like having institutional shareholders. I like having the ability to create new businesses through public funds - and success can be measured openly."

It looks like another chapter in the Earl success story. There is, however, a bit of gristle in the burger. Mr Peter Morton, co-founder of the Hard Rock chain and owner of all the Cafés in the western half of the US, is bringing \$400m legal actions against Mr Earl and the Rank Organisation, which owns the eastern Hard Rock.

Mr Morton argues that Rank and Mr Earl allowed Planet Hollywood to copy the Hard Rock motif illegally, and stole trade secrets when they both had duties to the jointly-owned Hard Rock licensing corporation which markets the lucrative trade mark.

Mr Morton declines to comment, but Mr Earl says he has been thrown out: "He has successfully taken up a lot of my time, but these are basically bullsh*t allegations, and he hasn't produced any evidence." Mr Earl has made a fortune

selling hamburgers and hype. No doubt the burgers are 100 per cent meat, but Mr Earl no longer lives up to his nasty personal myth.

The native North Londoner who now lives in Orlando, Florida, is not the laugh-a-minute name dropping, braggart, full of wild claims who cannot sit still. He thinks carefully before he speaks, and even his shirt is subdued: "You think this is loud? I think Paul Smith would be very upset to hear that."

He believes jealousy is behind the press bias: "The more successful one is, you have to recognise I am going to get more and more unfavourable press - that is the nature of England."

The hype surrounding his business acumen is harder to assess. He has made millions. Earl watchers talk about a combination of luck, creativity, energy and an autistic style.

He says: "I think I am pretty good at inspiring people. I can mix with anyone from royalty down to the kitchen porter. I also work about 14 or 15 hours a day. But I am lucky. Most people would not consider it work because of the excitement, the celebrity involvement."

Rank inherited Mr Earl and Hard Rock International through its 1980 takeover of

Detractors prefer to remain nameless, but say there's a jackal behind the hype: "He often deals from behind a fax machine and usually his taxes are one-liners, very pointed, very abrasive. He cultivates the friend-to-celebrities image. You don't hear about the ruthless way he treats people."

One anonymous friend concedes: "Of course he doesn't always deliver. How can you possibly? But he's succeeded more often than not. The difference between him and the rest of us is that he picks up his luck and runs with it."

He certainly ran with his first company, President Entertainments, which floated in 1984 valued at £5.3m, and was the vehicle for theme restaurants in Britain and the US.

If, in common with many other companies in the 1980s it grew rapidly (from six to 65 restaurants) through acquisitions funded by rights issues, placings and paper deals, if earnings increased little more than half against quadrupled pre-tax profits, and if aspects of the balance sheet look a little adventurous from the perspective of the 1980s, well, in 1987 he sold it to Pleasurama, the casino and hotel operator for £5m.

Mr Earl agreed to run a new US subsidiary for Pleasurama and negotiated a contract which expired last year, reportedly yielding him a \$30m profit bonus.

Rank inherited Mr Earl and Hard Rock International through its 1980 takeover of



Sylvester Stallone (left) and Robert Earl: confident they have hit upon a formula for success with Planet Hollywood

Mecca (which had bought Pleasurama in 1988). It must now cough up the cash while Mr Earl and Mr Barish, who bought Rank out of Planet Hollywood, develop the rival.

Last night, at the lift-off

party, Mr Robert Earl mixed with Hollywood royalty and perhaps the odd kitchen porter. He will be wishing on these earthbound stars to draw customers.

See Observer

Plateau repeats its support for Dixon Motor

By Kenneth Gooding, Mining Correspondent

THE HOSTILE bid for Plateau Mining by Kingstream, a small Australian exploration company, closes on Thursday and both sides have sent communications to Plateau shareholders.

Kingstream says the rival proposals to reverse into Plateau would result in Plateau shareholders having 10 per cent of a motor dealership in the north of England which in 1992 had a turnover of \$26m producing a net profit of only \$250,000.

Its own offer however would give shareholders 22 per cent of a steel-making venture ideally placed to serve the booming south-east Asian market and with a projected turnover

in excess of \$400m.

Plateau's board continues to recommend the Dixon deal and suggests that "the few selective statements that Kingstream make about the Dixon Group give a misleading impression."

"Dixon has a proven UK-based business, is consistently profitable and has always been in a position to pay dividends."

Plateau says the Dixon proposal coupled with a disposal to Delta Gold, the Australian mining group, are worth in the region of 7.5p a share, compared with Kingstream's all-paper offer worth, at best, 4.5p.

ADT makes \$26m for first quarter

ADT, a leading provider of electronic security services and vehicle auction services with operations in North America, the UK and continental Europe, announced net income of \$26.2m (£17m) for the quarter.

That compared with \$42.4m previously, which included unusual items and other non-recurring net gains of \$23.3m.

Net sales for the 1993 period were 13 per cent ahead at \$330.4m and operating income rose 11 per cent to \$45.9m.

Mr Michael Ashcroft, chairman and chief executive, said the results showed that the year had started according to plan with the electronic security services and auction service businesses performing in line with expectations.

Primary earnings per common share for the quarter were 20 cents (34 cents). Turnover for the period was 24.72m (£12.23m restated).

Lynx back in profit at midterm

A sharp turnaround was achieved by Lynx Holdings, the USM-quoted computer services and leisure products company, with a pre-tax profit of £105,000 for the six months to March 31 compared with a deficit - including exceptional losses of £131,000 - of £258,000 for the corresponding period last year.

Mr RA Pinnington, chairman, said the performance of the radio communications and computer systems and software businesses had been ahead of expectations in the first half, with a particularly large increase in business being experienced by the radio communications operation.

Earnings for the half year were 0.83p against losses of 1.68p, and the interim dividend goes up from 0.25p to 0.3p. Turnover for the period was 24.72m (£12.23m restated).

Changes to FT London Share Service statistics

WITH EFFECT from today readers of the London Share Service pages will start to notice a capital "N" against the names of some companies.

The symbol indicates that the version of the company's earnings used in the FT's price/earnings ratio and other statistical calculations have been changed to the "headline earnings" formula devised by a sub-committee of the Institute for Investment Management & Research (IIMR) and proposed

in draft form in early March.

The FT has chosen the formula proposed by IIMR because it represents the broadest available consensus on a "single number" treatment of earnings. Although still subject to final review it constitutes the considered response of the institutional investment community to the adoption by the Accounting Standards Board of Financial Reporting Standard 3 on corpo-

rate earnings (FRS 3).

UK companies will not be required to report their results in line with FRS 3 until after June 22. Many have already done so, however, and the Financial Times has been taking full account of this for the past three months in its company reporting.

We believe the number of companies complying with FRS 3 is now large enough to justify using a new basis for earnings wherever it is

required for statistical purposes.

The aim of the IIMR headline earnings formula is to include a company's actual activities during the reporting period, including those activities which have been with the company only for part of the period. Key features are:

• All trading profits/losses are included in the earnings number. Items which are abnormal in size or nature are included but should be

excluded.

• Profits and losses on the sale of fixed assets or of businesses should be excluded. This does not apply to assets acquired for resale, such as marketable securities.

• Profits and losses arising in activities discontinued at some point in the period, or in activities acquired at some point in the period, should remain in the earnings figure. Costs of eliminating a discontinued operation, or of making an

acquisition, are excluded.

Although it will be surprising if we do not encounter difficulties with some individual companies' figures, we are confident that the IIMR headline earnings formula will provide a factual and robust basis for the statistical calculations on which FT readers rely.

Further information on the FT's treatment of earnings is available from The Manager, FT Statistics, One Southwark Bridge, London SE1 9HL.

Adia Financial Services (Curaçao) N.V. (formerly Inspectorate International Finance N.V.)

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FT SURVEYS

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Floating Rate Subordinated Capital Notes due August 1996

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Notice
BANK OF QUEENSLAND LIMITED
CREDITORS
NOTICE OF CAPITAL INCREASE
AGREEMENT
DATED SEPTEMBER 22, 1992

In accordance with the provisions of the Queensland Creditors' Bill Act, 1992, notice is hereby given that for the six month interest period from May 17, 1993 to November 16, 1993, the Bank will carry an interest rate of 13.875% per annum.

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At Agent

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£165,000,000
Floating Rate Notes
Due 1994

(Compagny £100,000,000
Loan Notes due 1994, stand on 10th February 1993 and a further £65,000,000
Floating Rate Loan Notes due 1994 issued on 14th June 1993 consolidated and forming a single series therewith).

In accordance with the terms and conditions of the Notes, notice is hereby given that there will be an interest rate period from (and including) 17th May 1993 to (but excluding) 17th August 1993. The Notes will carry an interest rate of 6.225% per annum. The relevant interest payment date will be 17th August 1993. The coupon amount per £100,000 will be £784.52 payable against surrender of Coupon No. 12.

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At Agent

COMMODITIES AND AGRICULTURE

N Sea oil price slide continues

By Deborah Hargreaves

NORTH SEA oil prices fell a further 10 cents yesterday, adding to a 60-cent downturn since the middle of last week as negative sentiments reassured themselves amongst traders. The price of North Sea Brent crude for July delivery slipped back to \$18.40 a barrel yesterday from \$18.48 on Friday.

The market has been kept in broad equilibrium for the past month as pessimistic and optimistic reports have tended to cancel each other out without affecting the price. But traders have adopted a more gloomy tone in the past few days while demand has remained erratic.

Some traders are beginning to doubt the strength of the US recovery and are becoming uncertain about oil demand in

the peak driving season - the summer months.

At the same time news last week of Kuwait's plans to push for a higher quota at the next meeting of the Organisation of Petroleum Exporting Countries has led to fears that Opec's current production discipline could be jeopardised.

The South Africans, who last year produced 73.5 per cent of the western world's rhodium supply, are unlikely to be compensated for the steep drop in revenue from rhodium by the recent surge in the price of platinum, which has been buoyed up by activity in the gold market.

Mr Keith Green, operations director, precious metals division, for Johnson Matthey, said that in 1992 rhodium brought

in revenues of \$2.2bn. This year JM projects that rhodium revenue will fall to \$1.7bn.

Worries about production

problems at Rustenburg Platinum's new refinery drove the price of rhodium, an essential material for some automotive catalysts, up from \$1,320 in November 1992 to a record \$7,000 a troy ounce in July 1990. Consequently, in 1990 rhodium contributed 45 per cent more revenue to the South African platinum group metal producers than did platinum.

About 87 per cent of rhodium is used for automotive anti-pollution catalysts. High prices and weakening car sales caused the Japanese automotive companies in 1992 to use rhodium from strategic stocks accumulated over previous years and they virtually withdrew from the market.

"Industrial consumers also had surplus rhodium as a

result of thrifting and recovery programmes put into operation after the escalation of the rhodium price in 1990," JM points out in its annual survey of the platinum group metals market.

Meanwhile, South African mines attempted to maximise revenues and their total rhodium output rose by 58,000 ounces to 278,000 ounces. This outweighed a reduction in Russian deliveries to the West, left total western supplies up by 30,000 ounces at 378,000 ounces and pushed the market into a surplus of 54,000 ounces.

Rhodium's price was back at \$1,850 at the end of 1992. It retreated to \$1,400 an ounce in March this year, since when it has fallen below \$800.

Mr Green said at the launch of JM's platinum metals survey in London that it took only

lower investment and industrial purchases.

• Supplies of newly mined platinum fell 8 per cent to 3.82m ounces following a sharp drop in Russian sales.

• Supply exceeded demand for the third successive year, by 20,000 ounces, down from 120,000 ounces in 1991.

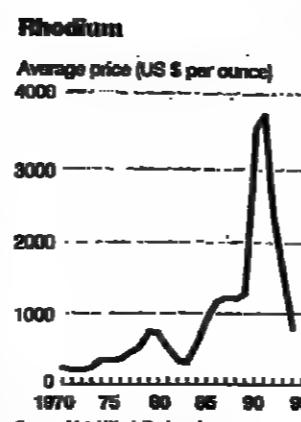
• South African supplies were stable at 2.75m ounces. Russian shipments to the West fell by nearly a third to 750,000 ounces.

• Platinum's price last year averaged \$360 an ounce, down from \$376 in 1991. This year it is likely to range between \$330 and \$390 an ounce, "unless an unexpected event occurs".

Other points from the survey were:

• Demand for platinum last year fell by 6 per cent to 3.5m ounces, mainly because of

Rhodium market plunge undermines platinum metals

By Kenneth Gooding,
Mining Correspondent

SOUTH AFRICAN platinum group metals producers face having to cut output and shave expansion projects because of the collapse in rhodium's price, suggests Johnson Matthey, the world's biggest platinum marketing group.

The South Africans, who last year produced 73.5 per cent of the western world's rhodium supply, are unlikely to be compensated for the steep drop in revenue from rhodium by the recent surge in the price of platinum, which has been buoyed up by activity in the gold market.

Some North Sea platforms will be shutting down in the next few months for summer maintenance programmes. This can lead to temporary tightness in the Brent market and can push prices higher. But higher prices will also depend on increasing demand.

Refiners have been in the market buying supplies in recent weeks, but their purchasing patterns have been erratic and are currently not strong enough to keep prices above \$15 a barrel.

Mexico seen buying more US meat under Nafta

By David Dodwell,
World Trade Editor

US LIVESTOCK farmers will boost their exports of meat and animal products to Mexico significantly if the North American Free Trade Agreement is ratified, a Texas University study predicts.

At a time of fierce debate in the US over who will gain and who will lose under the ambitious agreement, a team of farm economists at the Texas A & M University predicts a five-fold increase in beef and veal exports from the US to Mexico over the decade ahead, with a three-fold rise in pork sales and a doubling in poultry exports.

Exports of livestock products like hides, dairy products and fats would also increase, with US grain farmers selling an additional 430,000 tonnes of grain as poultry and cattle feed.

In the past, Mexico's farm sector has been heavily protected from foreign competition, mostly by non-tariff barriers. As a result, imports are comparatively small - for example, barely more than 1 per cent of beef consumed in Mexico is imported.

Liberalisation under the Nafta is expected to provide a double benefit to US livestock farmers - not only will barriers to their exports fall but rising standards of living in Mexico are forecast to boost meat consumption significantly.

US farmers already account for 85 per cent of Mexico's livestock and meat product imports, with exports valued at

By Kieran Cooke in Kuala Lumpur

OFFICIALS OF the Association of Tin Producing Countries finished a meeting here at the weekend confused about what action to take to try to shore up world tin prices and prevent further hardship in the industry.

The association groups Australia, Bolivia, Indonesia, Malaysia, Nigeria, Thailand and Zaire, together accounting for about 80 per cent of world tin production. In 1981 tin was fetching between M\$32 (US\$12) and M\$34 a kilogram on the Kuala Lumpur tin market; they are now languishing close to the M\$14-a-kilogram level.

In 1985 the International Tin Council's buffer stock operations collapsed and more than 100,000 tonnes of stockpiled tin was released on to the market. The industry has

never recovered.

In 1987 the APTC introduced an export quota scheme to try to control world supply and bolster prices. But prices have refused to rise. Because of continued low price members exported a total of 76,578 tonnes last year - 12.1 per cent below the total amount allowed within the scheme.

At the same time world tin stocks have increased. The association estimates that world tin stocks stood at 40,000 tonnes at the end of March 1993, up from 32,000 tonnes at the end of last year. Originally it had been hoped to bring global stocks down to 20,000 tonnes by the end of 1993.

There is widespread frustration at the situation. Mr Redzuan Sumun, the APTC's executive secretary, said that members were now debating whether it was worthwhile carrying on with the export quota

scheme. "The stock level is nowhere near our estimates... it makes our export quota meaningless."

The association has put forward various reasons for the continued depressed state of the tin market. The recession in several industrialised countries has resulted in a big drop in demand: in 1991 global tin demand fell by more than 14,000 tonnes. The APTC says demand was reduced further last year - from an estimated 176,000 tonnes in 1991 to 172,000 tonnes.

Meanwhile a number of countries not in the APTC - Peru, Burma, Vietnam and Portugal - have been increasing their exports. The former Soviet Union, until recently a large tin importer, is desperate for foreign exchange and has become a tin exporter.

The problems of the tin market have also been aggravated

by growing Chinese exports.

China and Brazil are now the world's two top tin producers. While not APTC members, both countries have agreed to observe quotas set by the organisation. Brazil was set an export quota of 24,000 tonnes last year, while China was allotted 15,000 tonnes. The APTC says Brazil's tin exports were 19,900 tonnes last year - nearly 30 per cent below its quota.

Only China was estimated to have exported in excess of the agreed amount," says the APTC. Exactly how much tin China is now exporting is not clear: it refuses either to confirm or deny that it is breaking its quota. But some APTC members estimate that China exported more than 30,000 tonnes of tin last year.

"China is one of the main causes of low tin prices," says a metals trader. "It produces at

costs well below countries like Malaysia and doesn't seem to care too much about the general state of the market."

The US is the other focus of discontent among the tin producing countries. The US Defense Logistics Agency (DLA) is selling off increasing amounts of its substantial tin stockpile. The APTC says that the DLA sold 8,200 tonnes in 1991 and 8,300 tonnes last year.

Tin producers claim that such disposals are doing further damage to the tin market. The APTC is urging the DLA to enter into a long term disposal programme to minimise market disruption. But traders say there are indications that the DLA is intent on disposing of a further 12,000 tonnes of tin this year.

The optimists say that as the industrialised world climbs out of recession then tin demand is bound to increase and prices will rise. The pessimists disagree: they say that even if demand increases, non-APTC maverick miners have shown like Malaysia, until recently the world's leading tin pro-

Tin producing countries in quandry over languishing prices

By Tony Walker in Beijing

AFTER YEARS of procrastination, China at last appears willing to begin dismantling nationalistic barriers against foreign involvement in its mining sector, including gold prospects.

Participants in a conference held in Beijing last week, among them representatives of some of the world's biggest mining houses, came away convinced that change was in the wind; although it was unclear how quickly China would replace existing legislation.

Chinese regulations at present ban foreign companies from involvement in the exploitation of gold reserves, but China is anxious to secure capital and perhaps more important the advanced minerals treatment technology required to exploit this lucra-

tive area.

Mr Graham Reid, a senior manager of CRA of Australia, said that although the Chinese said that although the Chinese had a "fair way to go" in their efforts to attract foreign miners, he had found attitudes displayed by officials of the Ministry of Geology and Mineral Resources "very encouraging".

He noted that Chinese officials responded with alacrity to suggestions by the foreign participants, who included representatives of Newmont Mining of the US, Cominco of Canada, De Beers of South Africa, and BHP of Australia; although he also observed that substantial change to legislation would require the approval of the Chinese parliament.

Among the more positive developments was a Chinese undertaking to study a proposal that the country should adopt a model "contract of work" allowing prospective mining ventures to be dealt with on a case-by-case basis, thus facilitating much greater flexibility.

Mr Reid, CRA's general manager for exploration, noted that this approach was operating successfully in parts of Africa and in Indonesia - a contract of work's main appeal is that it overrides existing laws - where it had proved an effective means of "kick starting" mining exploration and development.

Chinese mining officials have made it clear that they

are under pressure to boost activity in the mining sector, which is lagging far behind the rest of the economy. China's economic boom has heightened demand for a whole range of minerals, both ferrous and non-ferrous.

Mr Reid said that foreign miners would, however, proceed cautiously and would want to be sure that any new mining regulations were consistent with domestic laws.

"Western mining companies like De Beers that are drafted with particularity and clarity," he observed.

Western miners were also likely to insist that disputes be settled by international arbitration and not within the Chinese system. This was a con-

China appears ready to remove barriers against foreign miners

By Tony Walker in Beijing

CHINA'S TIN producing countries in quandry over languishing prices

trigger further rises on option-related buying. BASE METAL prices closed above earlier lows on the LME, ending mixed, as market pondered the next move. Dealers said fresh losses were seen in zinc, nickel and lead, while copper at one stage appeared to be heading back towards recent 5½-year lows. Sentiment is fragile, and when selling emerges, buyers are conspicuous by their absence. Technical factors helped to brake the falls after the heavy losses sustained on Friday.

Compiled from Reuters

SUGAR - London FOX (\$ per tonne)

Close Previous High/Low

May 210.88 214.56 216.00 209.00

Jun 206.00 205.50 210.00 205.00

Jul 204.30 202.00 205.50 202.00

Aug 203.20 202.00 206.00 201.00

Sep 203.20 202.00 206.00 201.00

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Oct 203.20 202.00 206.00 201.00

Nov 203.20 202.00 206.00 201.00

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OFFSHORE INSURANCES													
Provvidence Capital Life Assc, Co Ltd - Cont'd.													
Asia Pacific Fund													
US Equity	227.2	92.5											
US Equity	116.2	92.5											
Gold Alpha	88.1	12.1											
Gold Alpha	44.2	12.1											
Yen Alpha	77.5	12.1											
Yen Alpha	88.6	5.4											
Euro Alpha	84.4	5.4											
Provvidence Life Assc Ltd													
Global Fund	932.1	252											
Discretionary Fund	150.0	-0.5											
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Asia & West Way Strateg	90.1	257											
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Participate are to receive and/or observed additional and financial
expenses is with each paper refer to U.S. dollars. Funds 4%
allow for all buying expenses. Price of certain older financial
institutions may subject to cause paper tax on the
Distribution fees of all cases, a portfolio manager information
and a. Some participants insurance is designated in Lien
and the other participants insurance is designated in
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participants special agents committee. A Reserve of the
Government of Canada, a. Yield notes, Jerry
T. Exchanges. a Only available to charitable funds, the
Yield column shows arithmetic rates of Net Income, or Net
Income.

WORLD STOCK MARKETS

AUSTRALIA

May 17	Secs	+0.01
Australian Airlines	1,000	+0.01
Creditanstalt Pt	500	+0.01
EA General	3,430	+0.01
Entex	625	+0.01
Leasing	1,000	+0.01
Office	1,000	+0.01
Permanente Zement	970	+0.01
Permanente Zement	2,980	+0.01
Reichhold Chem	1,251	+0.01
Steyer Daimler	220	+0.01
Vetracon Magnatec	220	+0.01
Verband (Bav) A	477	+0.01
Whitney Int Airport	461	+0.01
Whitney Int Airport	3,018	+0.01

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AMERICA

Inflation fears cloud prospects for equities

Wall Street

US share prices were mostly flat in light trading yesterday morning amid continued investor nervousness about inflation, writes **Patrick Harrison** in New York.

At 1pm, the Dow Jones Industrial Average was down 4.43 at 3,438.58. The more broadly based Standard & Poor's 500 was 0.51 lower at 439.05, while the Amex composite was up 0.02 at 427.83, and the Nasdaq composite was up 0.43 at 678.80. Trading volume on the New York Stock Exchange was 1.20m shares by 1pm.

Following last week's worryingly strong April consumer and producer price data, the markets' focus of attention has shifted to bond yields, inflation and monetary policy. Bond yields have risen considerably in the last few days on the inflation fears, and speculation has intensified that the poor inflation news has killed any chance of another easing of monetary policy by the Federal Reserve.

Even worse, concern is growing that, if inflation continues its upward climb over the next few months, the Fed may be forced to raise interest rates to slow the pace of economic activity. Such a move would be bad for bonds, and for equities, which have been helped hugely by extremely low domestic interest rates.

These concerns cast a cloud over trading yesterday, subduing interest in stocks generally. Volume was relatively light throughout the morning session, and prices rarely moved from their opening levels. Otherwise, the main focus of attention was on individual sectors.

Drug stocks, which have fluctuated wildly in recent weeks, enjoyed an upturn yesterday, buoyed by reports that President Clinton's healthcare reform team will recommend

that the government set guidelines for drug prices, and not legally binding price controls.

The reports lifted the entire sector. Pfizer added 51¢ to \$70.70, Merck rose 1¢ to \$38.4, Schering-Plough firmed 5¢ to \$69.4, and Johnson & Johnson put on 5¢ at \$43.4, all in active trading.

Time Warner jumped 31¢ to \$35 in volume of 3m shares after the company announced an agreement with US West in which the regional telecommunications group will buy 25 per cent of Time Warner's cable and entertainment operations for \$2.5bn. US West shares were steady at \$41.4.

Airline stocks took another hammering amid fresh concern about the effect on industry earnings of the latest air fare war. Delta fell \$1 to \$58.4, AMR (parent of American Airlines) slipped 5¢ to \$69.2, USAir eased 5¢ to \$21.4, and USAir dropped 32¢ to \$23.4.

Rank Xerox fell 33¢ to \$72 after the company warned that sales in its core document processing business would be weak in the second quarter.

Kmart fell 5¢ to \$23.2 on news of disappointing first quarter operating earnings.

Canada

TORONTO turned marginal morning gains into losses at midday as the precious metals index reversed direction on profit-taking. The TSX 300 composite index fell 17.60 to 3,793.73 in turnover of C\$12m.

Among the active stocks, American Barrick and Placer Dome both slid by C\$1.5, to C\$32.5 and C\$22.5 respectively.

SOUTH AFRICA

GOLD shares recovered after an early consolidation as the bullion price edged back up towards \$370 an ounce. The gold index shed 12 to 1,650, after a low of 1,616. Industrials added 18 to 4,443 while the overall index eased 13 to 3,891.

EUROPE

Pharmaceuticals drive Zurich to new peak

BOURSES were mixed as market by market, investors looked at different sectors, individual companies and other characteristics, writes **Our Markets Staff**.

ZURICH broke through the SMF 2000 level, the index ending 20.0 higher at an all time high of 2,205.2, led by another strong performance in the pharmaceuticals sector. Ms Susan Haylock, of NatWest Securities in London, said that investors were realising that their worst fears about the potential impact of President Bill Clinton's healthcare reform in the US were unlikely to be realised.

Ciba-Geigy registered shares were the day's most active issue, rising SFr7 to SFr64. Roche certificates added SFr70 to SFr590.

Against the trend, Oerlikon-Bührle bearers shed SFr1 to SFr520 as the group said that losses at its holding company would prevent it from paying a dividend on its 1993 results.

PARIS fell back with many investors unwilling to take positions ahead of the long weekend.

The CBS Tendency Index eased 1.40 to 106.5. KLM fell 1.30 to 215.60 on weekend press reports that the airline might report sharply lower

FT-SE Actuaries Share Indices

THE EUROPEAN SERIES									
May 17	Open	10.30	11.00	12.00	13.00	14.00	15.00	Close	
Hourly changes									
FT-SE Eurotrack 100	1147.06	1147.78	1147.55	1145.26	1145.97	1145.65	1145.77	1145.97	
FT-SE Eurotrack 200	1213.53	1215.29	1214.55	1213.48	1214.27	1213.30	1213.55	1214.05	
May 14	May 13	May 12	May 11	May 10					
FT-SE Eurotrack 100	1148.21	1153.16	1148.08	1140.44	1142.74				
FT-SE Eurotrack 200	1212.97	1219.58	1215.04	1208.03	1203.54				

Rate value 1000 CHF/US\$ Midday: 100 - 1142.20 - 1212.60 London: 100 - 1145.20 - 1212.50.

earings when it publishes its figures for the year to end-March next month.

Olivetti fell L34 to fix at L1,350 ex-rights, before subsiding further to L1,315 on the kerb. Analysts said that the share price had taken the L903bn rights issue in its stride and that weekend news that Mr Carlo De Benedetti, the chairman, had admitted to political parties had had little effect.

FRANKFURT went through the motions, trading narrowly in a thin market as the DAX index eased 6.63 to 1217.88. Turnover fell from DM6.3bn to DM4.5bn.

Deutsche Bank was the active stock among DAX constituents, rising DM3.80 to

DM698.50 ahead of Wednesday's dividend payment and following a recommendation from brokers James Capel.

The laggard in banks was Dresdner, ex a DM12 dividend and down a net DM5.30 to DM374.20 after the Capel sell recommendation in last week's quarterly review of the German market. Capel liked banks in general, as interest rate beneficiaries, along with insurances and high yielders.

ISTANBUL edged lower as profits were again taken after last Thursday's record close. The 75-share index eased 4.61 to 8,239.91 with Sunday's election of Prime Minister Suleyman Demirel as president already discounted by the market. WARSAW's WIG index eased by 2.20 to 2,541.6 in record turnover of 353.3bn zloty, up from 302bn on Friday.

The WIG has previously risen by a phenomenal 96 per cent in just over a month, from 1,310.7 on April 8 to 2,563.6 on May 13.

BRUSSELS edged lower in quiet conditions ahead of today's Danish referendum and the Bel20 index slipped 2.58 to 1,212.45. Against the trend, Petrofina added BFr190 or 2.3

per cent to BFr8,420 on optimism for the 1993 earnings outlook after Friday's annual shareholders' meeting.

HELSINKI fell on the threat of labour conflict in the country's export sector starting on Wednesday, the HEX index closing 14.15, or 1.2 per cent lower at 115,107 after an earlier fall of about 2 per cent. Turnover was lower than usual at 252.1m.

ISTANBUL edged lower as profits were again taken after last Thursday's record close.

The 75-share index eased 4.61 to 8,239.91 with Sunday's election of Prime Minister Suleyman Demirel as president already discounted by the market.

Banks strong last week on interest rate sensitivity, mostly fell, BBV losing Pt45 to Pt43.07 and Santander Pt430 to Pt45.490. Utilities were mixed after last week's related response, but Seville dropped Pt22 to Pt21.6.

BRUSSELS edged lower in quiet conditions ahead of today's Danish referendum and the Bel20 index slipped 2.58 to 1,212.45. Against the trend, Petrofina added BFr190 or 2.3

ASIA PACIFIC

Nikkei easier as Hong Kong puts on 1.7 per cent

Tokyo

SHARE PRICES fluctuated to end on a mixed note after investors bought equities on dips, but late futures selling left the Nikkei average easier on balance in light trading, writes **Wayne Aponte** in Tokyo.

The 225-share average was finally 91.36 off at 20,565.51, after setting a day's high of 20,686.49 and a low of 20,520.03.

The Topix index of all first section stocks finished at 1,811.22 up 5.54, and in London the ISE/Nikkei 50 index finished 2.54 to 1,243.57.

Volume languished at 330m shares, compared to Friday's 567m and declines narrowly outscored rises by 515 to 485, with 182 issues unchanged.

Brokers said buy orders from government-managed public funds supported equity prices during the session, but that no specific sector or issue gave

a boost to the Nikkei average.

Investors expressed the hope that Nippon Telegraph and Telephone, which led the market during its major advance in March, will settle above the Yim mark; a break through this level would have a positive effect on the market and, in all likelihood, encourage a wave of fresh buying, brokers added.

Meanwhile, most market participants are expected to stay on the sidelines in the short term, in order to examine the agglomeration of company earnings reports due to be released this week.

Foreign exchange considerations, too, are expected to keep institutional investors cautious. Investors, in particular, are expected to study Friday's April money supply data for any signs of economic recovery.

The banking sector drew

active buying. Mitsubishi moved forward Y40 to Y25.10, Daishi Y30 to Y10.00 and Sumitomo Y30 to Y2.010.

Motor issues gained a little ground: Toyota appreciated Y10 to Y1.700 and Honda firmied Y10 to Y1.420.

Telecommunications equipment manufacturers eased. NEC finished Y10 softer at Y10.90 and Fujitsu Y13 lower at Y10.90.

In Osaka, the OSE average ended 38.27 higher at 22,823.74, volume of 16.0m shares.

Roundup

STRONG performances featured among the region's markets yesterday.

HONG KONG finished sharply higher on growing optimism about the resumption of meetings of the Sino-British Joint Liaison Group. The Hang Seng index climbed 118.83, or 1.7 per cent, to a

record close of 7,124.12. Turnover amounted to HK\$5.4bn.

Blue chips reaped the biggest gains, with HSBC adding HK\$1.50 at HK\$72. followed by Cheung Kong, which gained 60 cents at HK\$27.50. Jardine Matheson was another strong performer, rising HK\$2 to HK\$56.

AUSTRALIA slipped towards the close as gold shares retreated following lower world commodity prices. The All Ordinaries index lost 1.16 to 1,959.80, while the golds index declined 23.7 to 1,723. Turnover came to AS\$305.8m.

In the resources sector, BHP receded 6 cents to AS13.90 and CRA shed 20 cents to AS13. Western Mining eased 5 cents to AS12.28.

Among specialist gold stocks, Placer Pacific dipped 2 cents to AS1.55 and Plutonic 20 cents to AS1.70.

ANZ declined 6 cents to AS\$3.54 after reporting slightly

disappointing interim results last Friday.

KUALA LUMPUR extended its gains of last week by a marginal 0.38 in the composite index to 720.36. There was selected foreign buying of blue chip stocks, but turnover contracted to RM10.000.

SINGAPORE lost ground on profit-taking after its record-breaking run last week. The Straits Times Industrial index fell 17.12 to 1,946.27.

Sembawang Shipyard, which was among the leaders in the past week, closed 40 cents down at \$312.50 in volume of 15m shares.

BOMBAY opened higher but closed the session sharply lower after investors took profits following recent gains. The BSE index settled 55.53 at 2,300.99.

NEW ZEALAND showed a good performance from Telecom ahead of today's annual results. The shares gained 4 cents at NZ\$2.79. The NZSE-40 capital index rose 7.44 to 1,583.34 in turnover of NZ\$27m.

Devaluation sets scene for higher Madrid

MARKETS IN PERSPECTIVE

MARKETS IN PERSPECTIVE									
% change in local currency				% change starting 1983				% change in £s	
1 Week	4 Weeks	1 Year	Start of 1983	Start of 1983	Start of 1983	Start of 1983	Start of 1983	1983	1982
Austria	+1.87	+1.58	-14.39	+1.99	+0.55	+2.18			
Belgium	+1.81	-3.95	+2.10	+10.15	+8.22	+10.98			
Den									